

**Period 2 Settlement Agreement Annual Report
January 2004 – December 2004
Which Includes Semi-Annual Outcomes for the Period
July 2004 - December 2004**

Division of Children and Family Services
Bureau of Milwaukee Child Welfare (BMCW)

March 8, 2005

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Descriptive Data January – December 2004

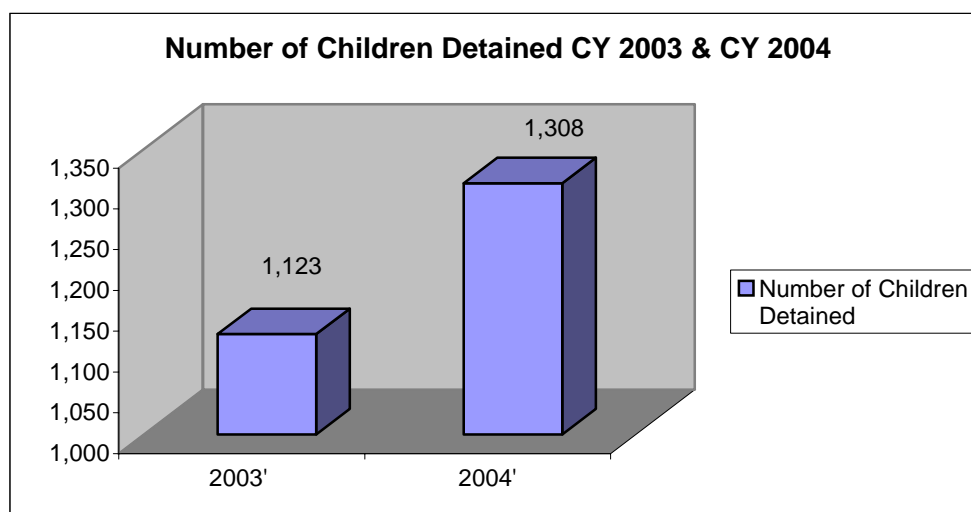
Families and children in Ongoing Services

	December 31, 2003	December 31, 2004
Families receiving Ongoing Services (end of month)	2,081	1,948
Children in OHC Placements (end of month)	3,489	3,151

Permanency Achieved

	Reunifications	Transfers of Guardianship	Adoptions
January – December 2004	704	198	560

Number of children taken into custody



Ages of children at time of removal

Age at Removal (Jan- December)	CY 2003	CY 2004
0 – 4 years old	44%	40%
5 – 11 years old	32%	32%
12 – 15 years old	17%	20%
15+ years old	7%	8%

Distribution of families who entered Ongoing Services with three or more children

Children in Family	Number of Families CY 2003	Number of Families CY 2004
3	55	76
4	21	32
5	8	16
6	9	15
7	2	4
8	0	1
9	2	5

BMCW Settlement Agreement at a Glance

Period 2 (January - December 2004)

[illegible]

INTRODUCTION

In accordance with the Settlement Agreement for the federal lawsuit against the State of Wisconsin, Jeanine B. v. Doyle; this is the second semi annual/annual report of the Bureau of Milwaukee's performance from January 1, 2004 - December 31, 2004.

The settlement requires BMCW to attain specific outcomes regarding the permanency, safety, and well being of children in out of home care in Milwaukee County.

A. During 2004, which is the second year of the three year settlement agreement, the Bureau met or exceeded the following performance standards:

1. Adoption and Safe Families Act (ASFA) timeliness requirement: BMCW achieved 88.2% compared to the requirement that at least 75% of children in out of home care for 15 of the last 22 months must have a termination of parental rights (TPR) petition filed on their behalf, or an ASFA exception documented in their case by the end of the 15th month in care.
2. Adoption and Safe Families Act (ASFA): BMCW achieved 94.5% compared to the requirement of 85% or above of children in out of home care more than 15 of the last 22 months without a termination of parental rights previously filed or an available exception previously documented shall have a termination of parental rights petition filed on their behalf, or an exception documented in their case file by the end of the period. The percentage was calculated against the baseline of 453 such children at the beginning of Period 2.
3. Length of stay in out of home care: BMCW achieved 30.2% compared to the requirement that no more than 35% of children in out of home care shall be in care for more than 24 months as measured against the baseline of 5,533 children.
4. Face to face contact with children in out of home care: BMCW achieved 97 % compared to the requirement that at least 90% or above of children in out of home care have face to face contact with their case manager at least monthly.
5. Reduction in caseloads of ongoing case managers to an average of 11 families per case manager per site: BMCW achieved an overall average of 10 family cases per case manager per site.
6. Timeliness in processing referrals of abuse and neglect to the independent investigation agency: BMCW achieved 99.4% compared to the requirement of 85% or above to refer reports of abuse and neglect from BMCW intake to the independent investigation agency within three business days.
7. Timeliness in making case assignments and completing independent investigations: BMCW achieved 99.8% compared to the requirement of 85% or above, for the independent investigation agency to make an assignment to a staff person within three business days of the independent investigation agency's receipt of the referral. BMCW achieved 98.1% compared to the requirement

of 85% or above, for the independent investigations to be completed within 60 days of receipt by the independent investigation agency.

B. During 2004, full compliance was not achieved for the following requirements:

1. Reunification within 12 months of entry into out of home care: BMCW achieved 63% compared to the requirement that 65% or more of reunifications shall occur within 12 months of entry into out of home care. (This is a new requirement for 2004. During 2003 performance was for monitoring only).
2. Adoption within 24 months of care: BMCW achieved 15.5% compared to the requirement that at least 25% of children for whom an adoption is finalized within the period shall exit BMCW care within 24 months of entry into care.
3. Reducing substantiated maltreatment of children in out of home care: BMCW achieved 0.85% compared to the requirement that no more than 0.65% of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations by a foster parent or staff of a facility required to be licensed.
4. Placement stability: BMCW achieved 72.1% compared to the requirement that 82% or above of children in out of home care within the period shall have three or fewer placements after January 1999.

C. Report Format

The year-to-date performance data represent the results of the Bureau of Milwaukee Child Welfare's efforts during Period 2 (January 1, 2004 – December 31, 2004) of the Settlement Agreement. The data is presented in three distinct categories:

- Meeting or exceeding Period 2 targets
- Not fully meeting Period 2 targets, and
- Monitoring categories inclusive of safety, well-being, and permanence objectives.

The data presented in this report has mostly been generated from the Wisconsin Statewide Automated Child Welfare Information System (WiSACWIS). In order to consistently and systematically assess the settlement outcomes, a process was undertaken to identify the data elements that could be generated using the WiSACWIS system and what changes needed to be done to enhance the system in order for these items to be reviewed. This included the development of a measurement package, and the creation of software specifically designed to measure many of the settlement elements.

Ongoing work continues to be performed to manage artifact data and data within the system. This data may be the result of system conversions, incorrect data entry, or related issues. Enhancements to the data system were added as soon as possible in order to improve the accuracy and consistency of reporting.

What follows, starting with “**Section I. Ensuring Permanence, Safety, and Child Well Being**” is the Settlement Agreement and the results of the BMCW's efforts to meet the expected

performance requirements. The following information is broken out as described above, and provides data showing BMCW performance during the second six months of Period 2, and the cumulative performance YTD (where applicable) for Period 2 based on twelve months of data.

I. ENSURING PERMANENCE, SAFETY AND CHILD WELL-BEING

- A. In accordance with the settlement agreement, the child welfare outcomes for plaintiff class children and performance measures of child welfare practice improvements will be phased in over three one-year periods beginning January 1, 2003, January 1, 2004 and January 1, 2005, respectively. Those periods are respectively referred to hereinafter as Period 1, Period 2 and Period 3.

B. Permanence

1. The parties will negotiate in good faith as soon as practical with the Milwaukee County District Attorney to ensure adequate legal representation for the prosecution of termination of parental rights (TPR's) petitions, consistent with ASFA requirements.

STATUS: Good faith negotiations completed. Memorandum of Understanding (MOU) executed by BMCW and District Attorney's office on July 28, 2003.

SETTLEMENT SECTIONS WHERE THE BMCW IS MEETING OR EXCEEDING PERIOD 2 TARGETS:

The following section includes settlement elements where the BMCW is meeting or exceeding Period 2 targets. The details of these areas are categorized under the key performance objectives of Permanency, Safety and Well-Being.

PERMANENCY

ASFA – Timeliness of meeting permanence for children reaching their 15th of 22 months in Out of Home Care

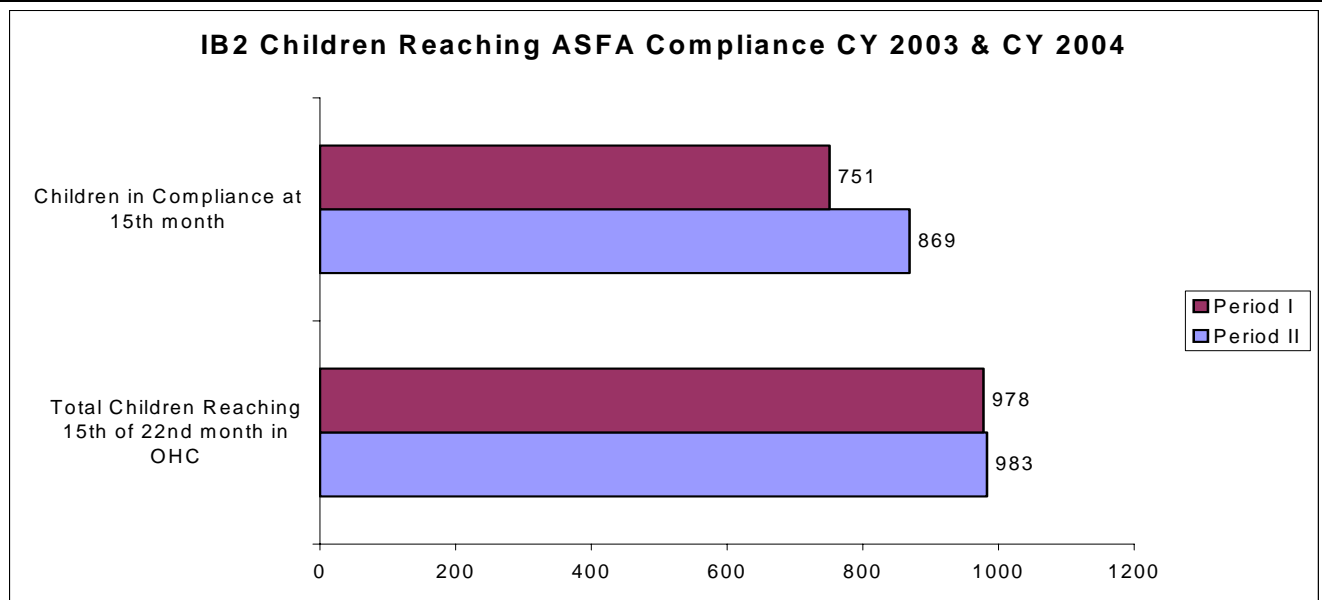
I.B.2 At least the following percentages of children in BMCW custody reaching 15 of the last 22 months in out-of-home care during the period shall have had a Termination of Parental Rights (TPR) petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case, by the end of their fifteenth month in care...

Period 2 Goal: 75% (or above)

Actual Performance

YTD January – December 2004: 88.2%

	Number children reaching 15 of 22 months in OHC	Number with available exception or TPR	Compliance % for month	Compliance % YTD
January	100	89	89%	
February	47	27	57.4%	78.9%
March	93	89	95.7%	87.7%
April	91	83	91.2%	87.9%
May	97	83	85.6%	87.8%
June	84	74	88.1%	87.8%
July	74	70	94.6%	88.0%
August	85	81	95.3%	88.3%
September	84	79	94.0%	88.5%
October	56	48	85.7%	88.4%
November	98	83	84.7%	88.3%
December	74	63	85.1%	88.2%



	January – June	July - December	YTD
BMCW Period 1 2003	66.9%	84.5%	76.8% (Jan-Dec)
BMCW Period 2 2004	86.7%	90.0%	88.2% (Jan-Dec)

*The Period 1 performance standard was 65%

DISCUSSION:

The BMCW exceeded the Period 2 Performance Standard of 75% (at least 737 children). During the twelve months of Period 2, 869 (88.2%) children met compliance with ASFA (either through a TPR being filed or an allowable exception noted) by the end of their 15 of 22 months in OHC.

The 114 active children who did not meet compliance with ASFA guidelines will be monitored on a monthly basis, in accordance with I.B.3 of this agreement, until they meet ASFA requirements for permanence.

Both six-month intervals of Period 2 2004, show improvement over both six-month intervals of Period 1; 2003. Despite this improvement, the BMCW continues to work diligently to identify and address any barriers which have impeded children from meeting compliance with respect to Permanency and ASFA by the end of their 15 of 22 months in OHC.

ASFA - Children who were not in ASFA compliance at the start of Period 2

I.B.3. At least the following percentages of children in BMCW custody more than 15 of the last 22 months in out-of-home care without a TPR previously filed or an available exception previously documented shall have had a TPR petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case by the end of the period. The percentage is calculated against the baseline of 310 such children at the beginning of Period 2.

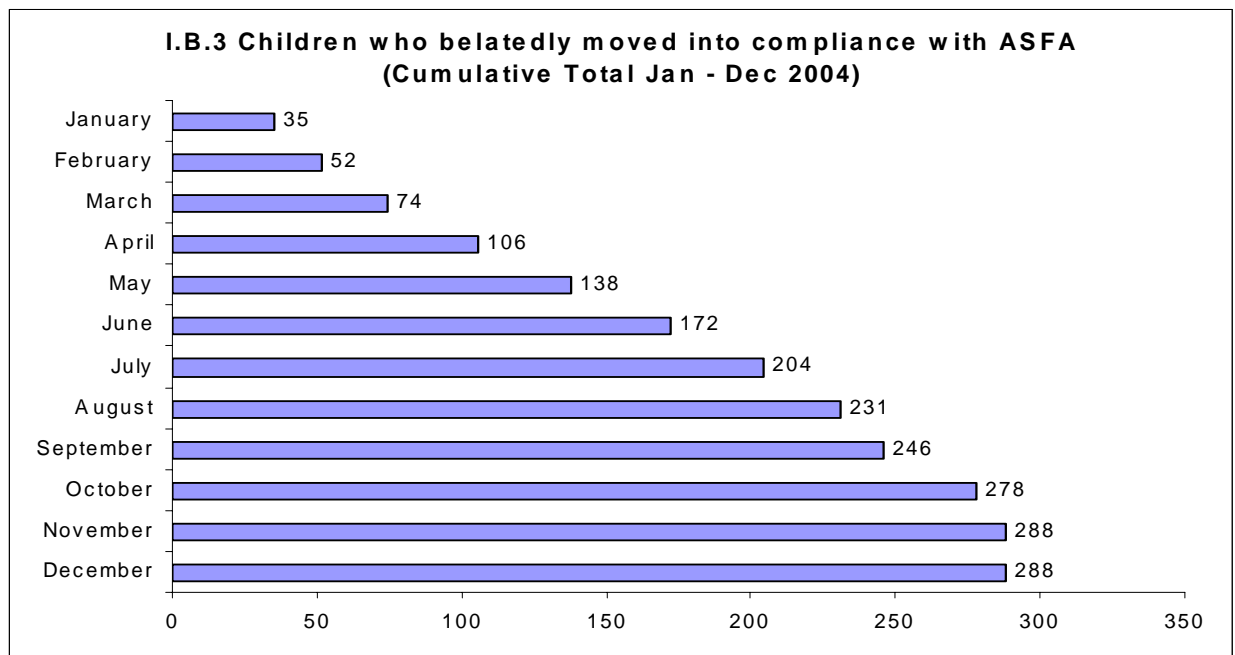
* The baseline initially provided in the Settlement Agreement was 1146, but has since been amended to provide the actual number of children out of compliance with ASFA as identified at the start of each Period (January 1st).

Period 2 85% (or above)

Actual Performance

January – December 2004: 92.9%

	Children who “belatedly” moved into compliance with ASFA January – December 2004 (Cumulative Totals by month for 2004 YTD)	Baseline (Non Compliant Beginning of Period)	Point in Time Compliance for period
January	35	310	11.3%
February	52	310	16.8%
March	74	310	23.9%
April	106	310	34.2%
May	138	310	44.5%
June	172	310	55.5%
July	204	310	65.8%
August	231	310	74.5%
September	246	310	79.4%
October	278	310	89.7%
November	288	310	92.9%
December	288	310	92.9%



	January - June (cumulative total)	July - December (cumulative total)	End of Year (cumulative total)
BMCW Period 1 2003	56.4%	88.1%	88.1%
BMCW Period 2 2004	55.5%	92.9%	92.9%

*At the start of Period 2, there were 453 children identified as being out of compliance with ASFA. After further review, the actual baseline was determined to be 310 children. The children who were removed from the baseline were mistakenly incorporated into the total - all of these children had a TPR filed during Period 1.

As of January 1, 2004 there were 310 children who were not in compliance with ASFA. Through December 2004, 288 children “belatedly” moved into compliance and twenty-two children have not yet met compliance. **The BMCW exceeded the expected performance standard of 85% for Period 2.**

The data in the bar graph above demonstrate, that during Period 2, steady growth has continued toward meeting the expected performance standard. In Period 2, 92.9% or 288 of the 310 identified children who did not have a TPR filed or an acceptable exception indicated, have “belatedly” moved into compliance. As shown in the table above, this compares favorably to the year-end of Period 1 where the BMCW had met only 88.1% compliance.

The table below provides information regarding the twenty-two children who have not belatedly moved into ASFA compliance. For approximately 27%, or 6 of the children, the Permanency Plan was changed because of changes within the dynamics of the case; for 18%, or 4 of the children the TPR was referred to the District Attorney's Office at Children's Court, and the BMCW is waiting for the DA to file the TPR petition.

Breakout of selected identified reasons child has not met belated compliance	
Placement Changed - Permanency Plan Changed - Previous Transfer of Guardianship (TOG) (ICPC), now Termination of Parental Rights (TPR) - Adoption	6
DA's office has concerns with placement resources and is waiting for the concerns to be resolved	2
TPR was filed, and then was vacated due to adoptive resources falling through.	1
TPR to be filed by DA in near future - TPR referred not yet filed	4
Currently in recruitment for an adoption resource	3
Older child does not want to be adopted	4
Child or adoptive resource in early stage of adoption acceptance process	2

*The children identified, as not wanting to be adopted may fall into an exception category once the diligent efforts have been done to provide the child with appropriate information regarding adoption and the child decides that he/she still does not want to be adopted

Length of Stay – Length of time a child resides in Out of Home Care placements

I.B.4. Within Period 2, if the State does not obtain a federal Title IV-E waiver allowing subsidized guardianship before January 1, 2003, then no more than 35% of children in BMCW out-of-home care shall be in care for more than 24 months. The percentage shall be calculated against a baseline of 5533 children in BMCW out-of-home care.

Period 2 35% (at or below)

Actual Performance

YTD January – December 2004: 30.2% (as calculated against the baseline of 5533)

	Number of children in OHC greater than 24 months	Compliance percentage for month (as calculated against baseline of 5533)	Compliance Percentage YTD (calculated against baseline of 5533)
January	1903	5533	34.4%
February	1843	5533	33.9%
March	1775	5533	33.3%
April	1758	5533	32.9%
May	1716	5533	32.5%
June	1668	5533	32.1%
July	1670	5533	31.8%
August	1619	5533	31.5%
September	1532	5533	31.1%
October	1547	5533	30.8%
November	1512	5533	30.5%
December	1534	5533	30.2%

As the data indicate in the table above, the YTD compliance percentage calculated against a baseline of 5,533 was 30.2%. The BMCW consistently exceeded the compliance standard for this measure throughout Period 2, as measured against the baseline of 5,533 children. This table also summarizes the cumulative average on a month to month basis calculating the percentage of children in care 24 months or more during 2004 Period 2 YTD, beginning January 31, 2004. The above data indicate that during Period 2 there is a discernible movement in reducing the number of children in out of home care for 24 months or more when measured against the baseline of 5,533 children. Permanency for these children was achieved through the active participation of the courts, families and other systems. The BMCW will continue to maintain a focus on developing and implementing opportunities to achieve timely permanency for children.

	January - June	July - December	YTD
BMCW Period 1 2003 Performance Expectation was at 40% or below	49.6%	38.8%	44.2%
BMCW Period 2 2004 Performance Expectation was at 35% or below	32.1%	28.3%	30.2%

The second table is a comparison of the first and second six months of Period 1 and Period 2. This table illustrates the steady progress made in reducing the length of stay for children in Out of Home Care over the last 2 Periods (as measured against the baseline of 5533). The BMCW decreased the number of children in OHC for more than 24 months by approximately 14% compared to Period 1.

The data below provides information about length of stay by age as of December 31, 2004 for children in an OHC placement 24 or more months. Another way to consider this information is to separate out the children by age group. For instance, there are:

- 150 or 9.8% of the children in OHC 24 months or more are between the ages of 2 to 6.
- 442 or 28.8% of the children in OHC 24 months or more are between the ages of 7 to 11.
- 942 or 61.4% of the children in OHC 24 months or more are 12 yrs and older.

By taking a more developmental perspective there is increased opportunity to assess the medical, dental, educational and placement needs of the child as well as the specific challenges for each age groups. As the information indicates there are more children in an OHC placement 24 or more months over the age of twelve. Children over the age of twelve present with different challenges that are not encountered with younger children.

Questions surrounding children who remain in an OHC placement 24 or more months include:

- What are the barriers for an older child to achieve permanency? What is the probability of adoption? Guardianship? Reunification?
- What, if any, relationship exist between Length of Stay, Placement Stability and a child achieving permanence?
- Are services effectively addressing the developmental issues of adolescence (dealing with peers, family relationships) as they relate to Length of Stay and permanency?
- For the older adolescent (15 yrs to 18 yrs) are we providing the appropriate services to prepare for young adulthood and independent living such as their continuing education or vocational training?
- Are there services in the community to meet the needs of adolescents and their families?

Permanency goals may be important for any analysis of children in out of home care. As the above information indicates, over 1,500 children have been in care more than 24 months. The preceding table compares by months in care, (beginning at 9 months) the identified permanency goal approved by the court for children in an OHC placement. The data indicate that as children reach 21 months in care there is a change in the number of permanency plans that pursue adoption, long term foster care, and placement with a fit and willing relative or Transfer of Guardianship as permanency goals. Conversely, at 21 months there is a decline in the number of permanency plans indicating reunification as the goal. The BMCW, and its

partner agencies will further investigate this potential trend to determine the impact of length of stay on children's permanency goals.

MONTHS IN CARE	CURRENT PERMANENCY GOAL					Reunification	Transfer of Guardianship
	Adoption	Alt. Perm Plan-Independent Living	Alt. Perm Plan-Long Term Foster Care	Alt. Perm Plan-Sustaining Care (TPR)	Prmnt Plmnt w / fit and willing relative		
9-12	52	19	12	10	18	261	21
12-15	70	16	18	1	21	169	31
15-18	54	18	30	2	24	166	33
18-21	83	15	36	7	29	110	19
21+	396	55	236	30	194	227	296
Grand Total	655	123	332	50	286	933	400

The data above suggests:

- After 21 months in OHC, the percentage of children who have reunification as a permanency goal drops to 24% of the total children with this goal.
- Conversely, for children in OHC 21 or more months, the percentage of children with adoption as their permanency goal accounts for 60.4% of this group.
- Transfers of guardianship also tend to increase as the child reaches their 21st month in an OHC placement. 74% of all children with a permanency goal of Transfer of Guardianship have been in OHC 21 months or longer.

Within the past year BMCW has taken the following steps to enhance opportunities to achieve timely permanency for children in out of home care:

- The Coordinated Service Team (CST) process has been fully implemented by Ongoing Case Management staff, with Children Service Society of Wisconsin (CSSW) staff (Adoptions), Lutheran Social Services (LSS FCFC; licensing consultants) parents, foster parents, and related service providers as active participants in this process.
- The BMCW in collaboration with private agency contract partners assessed reunification strategies and identified barriers to permanency through reunification planning and internal staffing on 710 children's cases. The selection of cases included children who have been in care at least 9 months and who had an upcoming annual permanency review within the following 3 months. Children were then grouped into 3 categories; a) Reunification was the permanency goal, b) Cases where children had been placed in stable relative placements and reunification was not realistic, and c) Cases where children had been returned home under a court order of supervision. The BMCW continues to monitor the outcomes of these children.
- The DA's office reviewed cases that were in the system at 9 months and 12 to determine if a TPR was appropriate. They also looked at cases when the BMCW requested to extend the court order. This expedited the identification of TPR cases. Cases identified through this process were moved directly to the Fast Track TPR process (this is an expedited process in filing TPR's or "Fast Tracking" TPR's). In 2005

the BMCW will begin a closer assessment of children over 12 years of age in order to improve permanency options for older children.

Although the Settlement Agreement does not require the BMCW to report a calculation of children in an OHC placement 24 or more months against the actual number of children in an OHC placement (it is measured against a baseline of 5,533), we have included the following supplemental table for analysis, as requested by members of the community. The data show Point in Time (PIT) information reflecting the percentage of children in an Out of Home Care placement greater than 24 months, showing the calculation against the actual numbers as an alternative to the baseline of 5,533.

Actual Percentage of Children in an Out Home Care placement 24 or more months

	January 03	June 03	December 03	June 04	December 04
Children LOS greater than 24 months	2,810	2,413	1,967	1,668	1,534
Actual number of children in an OHC placement	4,472	3,981	3,489	3,345	3,151
% of children in an OHC Placement 24 or more Months	62.8%	60.6%	56.4%	49.9%	48.6%

*LOS - Length of Stay

Data in the above table suggests:

- At the end of the first month of Period 1 (January 31, 2003), approximately 62.8% of the children (2,810) in OHC were in OHC for 24 or more months.
- By the end of Period 2 (December 31, 2004), the number of children in OHC greater than 24 months (1,530) decreased by 14.2% to 48.6%.
- The number of children in this calculation is not a static number like the baseline of 5,533. The number changes from month to month decreasing as children achieve permanency and increasing as children move in to their 24th month in OHC.
- The data may imply that fewer children are in OHC at 24 months and children in OHC 24 months or longer are achieving permanency and exiting OHC placements.

(I.B.5. If the State successfully obtains a federal Title IV-E waiver allowing subsidized guardianship before January 1, 2003, then no more than the following percentages of children in BMCW out-of-home care within the period shall be in care for more than 24 months. The percentage shall be calculated against a baseline of 5533 children in BMCW out-of-home care. **Period 2 30%**)

This section of the Settlement Agreement is inoperative because the guardianship waiver was not obtained before 1/1/03, so the controlling requirement is I.B.4. However, the federal Department of Health and Human Services approved the Title IV-E waiver for the Subsidized Guardianship program in September 2004 for implementation in 2005 in Milwaukee pending state enabling legislation. The Subsidized Guardianship Program is part of a comprehensive Guardianship Permanency Initiative to improve permanency outcomes for children in out-of-home care by promoting the use of permanent legal guardianship as a permanency option. The Subsidized Guardianship program will be operated under a federal Title IV-E waiver to provide ongoing payments to persons becoming legal guardians of children in foster care, similar to the adoption assistance program for children who are adopted. The target population for the program is children placed with relatives who are licensed as foster parents. State enabling legislation to clarify the use of guardianship as a permanency option and establish the program was included in the Department's biennial budget request to the Governor. Assuming state legislation is enacted quickly, the Subsidized Guardianship program will be implemented by July 2005. The Partnership Council in Milwaukee supports the use of the federal waiver and recommends its approval by the legislature.

SAFETY

Timeliness of Independent Investigation Referrals from the BMCW INTAKE unit to the Investigative Agency

I.C.2. At least the following percentage of reports within the period alleging abuse or neglect of a child in BMCW custody shall be referred to the Independent Investigation agency for independent investigation within three business days.

Period 2 85% (or above)

Actual Performance Standard

January – December 2004: 99.4%

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Actual Number of reports requiring Independent Investigations during period	31	52	53	39	49	36	39	31	39	21	36	36	462
Number referred to Independent Investigations Agency within 3 business days	30	51	53	39	49	36	39	31	39	21	35	36	459
BMCW % (PIT)	96.8%	98.1%	100%	100%	100%	100%	100%	100%	100%	100%	97.2%	100%	99.4%

*PIT – Point In Time – data collected at the end of each month

	January - June	July – December	YTD
BMCW Period 1 2003	99.6%	100%	99.8%
BMCW Period 2 2004	99.2%	99.5%	99.4%

The BMCW met the expected performance standard. Between January and December of 2004 there were 462 reports that required an independent investigation. Of that total, 459 (99.4%) were referred by the BMCW INTAKE unit to the Independent Investigation contract agency within three business days. During Period 1, 467 of the 468 referrals made to the Independent Investigation agency were made within three business days.

The BMCW is meeting this expected performance standard. As the data indicate, the BMCW has met or exceeded the Period 3 performance standard of 90% for all four semi-annual periods to date.

Timeliness of the Independent Investigation Agency assigning the referral from Intake to an Independent Investigator

I.C.3 At least the following percentage of reports referred for independent investigation within the period shall be assigned to an independent investigator by the independent investigation agency within three business days of the independent investigation agency's receipt of the referral from BMCW.

Period 2 85% (or above)

Actual Performance Standard

January – December 2004: 99.8%

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Number of referrals to Independent Investigations Agency	31	51	54	39	49	36	39	31	39	21	36	36	462
Number Assigned within three business days	30	51	54	39	49	36	39	31	39	21	36	36	461
BMCW % (PIT)	96.8%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.8%

	January - June	July - December	YTD
BMCW Period 1 2003	98.9%	100%	99.6%
BMCW Period 2 2004	99.6%	100%	99.8%

Between January and December 2004, 99.8% of all reports (462) were assigned to an investigator within three business days.

This monitoring measures the timeliness of the independent agency in assigning referrals within three-business day of receiving them. During all of CY 2004 all but one referral was assigned to an investigator within three-business days.

The BMCW is meeting this expected performance standard. As the data indicate, the BMCW has met or exceeded the Period 3 performance standard of 90% for all four semi-annual periods to date.

Timeliness of the Independent Investigative Agency to complete the Independent Investigation once assigned to an Investigator

I.C.4. The determination required by section 48.981(3)(c)4. of the Wisconsin Statutes must be made within 60 days of receipt of the referral by the independent investigation agency in at least the following percentages of independent investigations referred by BMCW.

Period 2 85% (or above)

Actual Performance Standard

January – December 2004: 98.1%

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Total number of determinations due to be completed for the period	31	28	61	44	43	37	60	35	36	30	29	41	475
Number of determinations completed within 60 business days during the period	31	28	61	43	43	34	59	34	35	30	27	41	466
BMCW % (PIT)	100%	100%	100%	97.7%	100%	91.9%	98.3%	97.1%	97.2%	100%	93.1%	100%	98.1%

	January - June	July - December	YTD
BMCW Period 1 2003	96.7%	98.5%	97.6%
BMCW Period 2 2004	98.8%	97.8%	98.1%

The BMCW met the performance standard for completing Independent Investigations within the required time frame. Of the 475 completed during the period, 466 (98.1%) were completed within 60 days of receipt of referral. During the same time frame in Period 1 there were 457 independent investigations completed, of which 446 were completed within sixty days for a performance percentage of (97.6%).

Timeliness in completing Independent Investigations has been consistent As the data indicate, the BMCW has met or exceeded the Period 3 performance standard of 90% for all four semi-annual periods to date.

Caseload size for Ongoing Case Managers

WELL-BEING

I.D.1. BMCW shall ensure that ongoing case managers have caseloads not to exceed an average of 11 families per case-carrying manager per site. Compliance with this requirement at any given point in time shall be measured by averaging each site's current monthly caseload average with the corresponding Site averages for the preceding 2 months.

I.D.2 The above provision shall be phased in incrementally and shall be fully effective by January 1, 2004, but not enforceable until April 1, 2004. During the phase-in period, commencing January 1, 2003, no Site shall have average caseloads of over 13 families per case-carrying ongoing case manager.

	Jan 04 (Ratings for Period)	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Site 1 (WCSN)	10	10	10	10	10	10	10	10	10	10	10	9
Site 2 (WCSN)	9	10	10	10	10	9	9	9	9	9	9	9
Site 3 (IFPI)	9	9	9	9	9	9	9	9	9	9	9	9
Site 4 (La Causa)	10	10	10	10	10	10	9	9	9	9	9	9
Site 5 (IFPI)	10	10	9	9	10	10	11	11	11	11	11	12
BMCW	10	10	9	10	10	10	10	10	9	9	9	10

Overall, BMCW private agencies have maintained family cases under the established levels each month. Four sites met compliance for all 12 months, and 1 site met compliance in 11 of the 12 months. Site 5 (IFPI) met compliance January through November. In December 2004, Site 5 (IFPI) did not have a compliance rating of 11 cases or less. In December, the Site 5 (IFPI) average increased to 12.3 cases per ongoing case manager.

The management team at Site 5 (Now under the leadership of Children's Family and Community Partnerships agency as of January 1, 2005) is developing and implementing a plan, to reduce the average caseload size for ongoing case managers, and ensure the stability and care provided to the families.

For the purpose of the calculation, mentors who are carrying cases (a reduced caseload) or a supervisor who may temporarily be carrying a case have been excluded so that the results alone directly reflect the Ongoing Case Managers with an active caseload. The mentors have lower caseloads because they have other duties and responsibilities – If the mentors were included in the numbers, it might artificially reduce the average caseload numbers at each site.

Average number of family cases per Ongoing Case Manager

	January - June	July - December	YTD
BMCW Period 1 2003	10.2	9.9	9.6
BMCW Period 2 2004	9.7	9.5	9.6

The data in the tables below show by site and by month the average rating (average number of family cases per worker over three month period) of cases per Ongoing Case Manager:

Site 1 (WCSN)	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 03'	442	43	10.3	
Dec 03'	438	41	10.7	
January 04	414	41	10.1	10.4
February	406	40	10.2	10.3
March	411	40	10.3	10.2
April	407	38	10.7	10.4
May	399	39	10.2	10.4
June	394	39	10.1	10.3
July	394	38	10.4	10.2
August	385	40	9.6	10
September	396	39	10.2	10
October	402	44	9.1	9.6
November	398	42	9.5	9.6
December	408	45	9.1	9.2

Site 2 (WCSN)	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 03'	369	42	8.8	
Dec 03'	369	39	9.5	
January 04	369	39	9.5	9.2
February	367	37	9.9	9.6
March	368	38	9.7	9.7
April	370	36	10.3	10.0
May	370	42	8.8	9.6
June	367	41	9.0	9.3
July	356	39	9.1	9
August	351	40	8.8	9
September	347	40	8.7	8.9
October	339	38	8.9	8.8
November	341	37	9.2	8.9
December	340	40	8.5	8.9

Site 3 (IFPI)	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 03'	419	47	8.9	
Dec 03'	413	45	9.2	
January 04	412	49	8.4	8.8
February	412	49	8.4	8.7
March	417	46	9.1	8.6
April	419	47	8.9	8.8
May	422	46	9.2	9.1
June	425	45	9.4	9.2
July	412	45	9.2	9.3
August	407	45	9.0	9.2
September	403	45	9.0	9.1
October	440	48	9.2	9.1
November	447	47	9.5	9.2
December	449	47	9.6	9.4

Site 4 (La Causa)	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 03'	443	41	10.8	
Dec 03'	417	41	10.2	
January 04	402	42	9.6	10.2
February	395	41	9.6	9.8
March	393	39	10.1	9.8
April	387	39	9.9	9.9
May	390	40	9.8	9.9
June	387	40	9.7	9.8
July	376	45	8.4	9.3
August	372	44	8.5	8.8
September	373	44	8.5	8.4
October	364	43	8.5	8.5
November	366	40	9.2	8.7
December	365	39	9.4	9.0

Site 5 (IFPI)

	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 03'	452	46	9.8	
Dec 03'	444	45	9.9	
January 04	438	45	9.7	9.8
February	436	48	9.1	9.6
March	427	49	8.7	9.2
April	442	46	9.6	9.1
May	438	42	10.4	9.6
June	432	41	10.5	10.2
July	430	38	11.3	10.7
August	428	38	11.3	11.0
September	419	40	10.5	11.0
October	383	36	10.6	10.7
November	384	35	11.0	10.6
December	386	25	15.4	12.3

**BMCW
All Sites**

	Number of Families receiving ongoing services at the end of the Month	Number of active case managers at the end of the Month	Current average number of cases per case manager for Month	Average Rating
Nov 03'	2125	219	9.7	
Dec 03'	2081	211	9.9	
January 04	2035	216	9.4	9.7
February	2016	215	9.4	9.6
March	2016	212	9.5	9.4
April	2025	206	9.8	9.6
May	2019	209	9.7	9.7
June	2005	206	9.7	9.7
July	1968	205	9.6	9.7
August	1943	207	9.4	9.6
September	1938	208	9.3	9.4
October	1928	209	9.2	9.3
November	1936	201	9.6	9.4
December	1948	196	9.9	9.6

Face to Face Contact – Expected Performance Levels

I.D.3. By January 1, 2003, and thereafter for the duration of this agreement, BMCW will include a contract holdback provision in its BMCW site case management contracts for each BMCW case management site that will impose a sufficient holdback on each site that does not meet 90 % compliance with monthly face-to-face visits of children in BMCW custody by their case manager.

The Ongoing contract for each Site identifies a performance incentive for achieving the BMCW performance standard of 95% compliance with monthly face to face visits.

Face to Face Contact – By Site Performance Levels

I.D.4. BMCW will enforce the monthly face-to-face visit holdback provisions in case of noncompliance for months beginning with July 2003.

Period 2: 90% (or above)

Actual Performance

January – December 2004: 97%

	Site 1 (WCSN)	Site 2 (WCSN)	Site 3 (IFPI)	Site 4 (LaCausa)	Site 5 (IFPI)	Monthly BMCW	YTD
January	98%	99%	96%	95%	96%	97%	97%
February	99%	99%	95%	97%	98%	98%	97%
March	99%	98%	97%	98%	98%	98%	97%
April	99%	98%	97%	96%	98%	97%	97%
May	99%	98%	96%	95%	98%	97%	97%
June	96%	98%	96%	95%	96%	96%	97%
July	98%	98%	96%	96%	95%	97%	97%
August	97%	99%	96%	98%	98%	98%	97%
September	99%	99%	97%	96%	96%	97%	97%
October	97%	98%	97%	99%	96%	97%	97%
November	98%	97%	95%	95%	97%	97%	97%
December	97%	98%	96%	98%	92%	96%	97%

Face-to-Face Contacts with Children:

	January - June	July - December	YTD
BMCW Period 1 2003	84%	96.4%	90%
BMCW Period 2 2004	97.1%	96.9%	97%

** The Settlement Agreement requires 90% compliance for this section. The BMCW established a higher performance level (95%) than the settlement agreement in order for a contractor to earn a performance incentive.

The percentages in the above table represent each site's monthly performance. All sites met the Settlement's performance expectation throughout all of Period 2. However, Innovative Family Partnerships Site 5, did not meet the BMCW established performance level of 95% for the month of December (The shaded box is the month where the 95% threshold was not met).

The BMCW private agency partners met the performance standard of 90% for the second six months of Period 1 and all of Period 2 (three consecutive six-month periods).

Beginning July 2003, the Settlement Agreement required enforcement of a holdback provision in cases where noncompliance for monthly face-to-face visits occurred. During Period 2, 4 sites met the performance expectation of 95% established by the BMCW for all 12 months. The remaining site met compliance in 11 of the 12 months. In December 2004, Innovative Family Partnerships, Site 5 did not meet the BMCW expected performance level and therefore is not eligible to earn a performance incentive payment for that period:

Month	Site	Actual Performance Level	Unearned Performance Incentive (for Month)
December	Site 5 (IFPI)	92%	\$2,615.00

The tables below provide the monthly site-specific data for the period January 1, 2004 - December 31, 2004.

Site 1 WCSN	Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	686	15	98%	
February	676	7	99%	98%
March	687	8	99%	99%
April	673	9	99%	99%
May	679	10	99%	99%
June	640	24	96%	98%
July	638	10	98%	98%
August	639	20	97%	98%
September	700	10	99%	98%
October	658	18	97%	98%
November	682	11	98%	98%
December	697	24	97%	98%

Site 2 WCSN	Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	538	8	99%	
February	540	7	99%	99%
March	572	10	98%	99%
April	548	13	98%	98%
May	559	13	98%	98%
June	579	12	98%	98%
July	592	14	98%	98%
August	615	4	99%	98%
September	599	9	99%	98%
October	580	13	98%	98%
November	571	16	97%	98%
December	578	12	98%	98%

Site 3 IFPI	Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	611	24	96%	
February	585	32	95%	96%
March	607	16	97%	96%
April	582	18	97%	96%
May	573	22	96%	96%
June	557	26	96%	96%
July	551	23	96%	96%
August	577	23	96%	96%
September	609	22	97%	96%
October	610	22	97%	96%
November	590	34	95%	96%
December	593	24	96%	96%

Site 4 LaCausa	Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	661	35	95%	
February	666	21	97%	96%
March	650	16	98%	96%
April	632	29	96%	96%
May	620	36	95%	96%
June	587	34	95%	96%
July	581	27	96%	96%
August	591	12	98%	96%
September	600	28	96%	96%
October	592	8	99%	96%
November	575	29	95%	96%
December	579	14	98%	96%

Site 5 IFPI	Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	588	22	96%	
February	555	9	98%	97%
March	603	14	98%	97%
April	565	14	98%	98%
May	581	14	98%	98%
June	562	25	96%	97%
July	546	26	95%	97%
August	573	13	98%	97%
September	588	27	96%	97%
October	549	24	96%	97%
November	532	16	97%	97%
December	458	38	92%	97%

Totals of all Sites Jan -Dec 2004

BMCW	*Number of children with a face to face visit	Total number of children without documented contact	Compliance percentage for month	Compliance Percentage YTD
January	3084	104	97%	
February	3022	76	98%	97%
March	3119	64	98%	97%
April	3000	83	97%	97%
May	3012	95	97%	97%
June	2925	121	96%	97%
July	2908	100	97%	97%
August	2995	72	98%	97%
September	3096	96	97%	97%
October	2989	85	97%	97%
November	2950	106	97%	97%
December	2905	112	96%	97%

*During any given month, on average, there may be several hundred children who are not part of the universe (or computation of data) of children included for face-to-face contact. This group includes but is not limited to children who reside in an out of state placement, children in non-contiguous counties (children placed in other states are seen by the local agency in that state/jurisdiction), or children who may be on an extended vacation with their foster family (for the duration of the month). It also includes children under the jurisdiction of other states who, for the best interest of the child, live in Milwaukee County. The BMCW provides courtesy supervision for these children.

Placement Stabilization/Assessment Centers and Receiving Homes

D. 5. The use of shelter placements shall be phased out entirely.

The BMCW phased out all shelter placements by December 31, 2003

D. 6. By December 31, 2003, and thereafter, no child shall be placed in a shelter.

The BMCW no longer uses shelters as a placement for children

BMCW successfully phased out the use of temporary shelters with the development and implementation of the Assessment/Stabilization Center program and Assessment Homes, as of December 31, 2003.

The Adolescent Assessment Centers, were designed to provide a short-term, home-like atmosphere for youth 12 years of age and older entering out of home care for the first time. Assessment Family Homes are designed for children under age 12. Placement stabilization Centers are for youth who are experiencing a disruption in their current OHC placement.

Assessment Centers and Placement Stabilization Centers are required to provide individual and group programming, individualized assessments, direct supervision, and transportation to medical appointments and school of all children in their care. The individual assessments of the children assist BMCW in better serving the children in our custody as well as matching their needs with the best possible resource that will meet their needs.

I.D.7 By December 31, 2003, the BMCW shall develop special diagnostic/assessment centers for children over 12 yrs of age who need further assessment in order to determine the appropriate placement. Placement in such centers shall not exceed 30 days or 60 days if the placement is extended in accordance with applicable state law.

The BMCW successfully met the first part of section I.D.7 with the development and implementation of the Assessment Centers. The BMCW continues to work on moving all children out of the Centers within specified time frames. The BMCW is monitoring the Length of Stay of all children and has implemented targeted strategies to reduce the Length of Stay in Assessment Centers. We continue to be challenged to identify quality homes and placements to care for adolescents. The BMCW's contract partner for recruitment, First Choice for Children, has implemented targeted recruitment efforts to identify families for adolescents.

The BMCW also needs additional foster families to care for children of all ages who present behavioral problems.

The BMCW also has increased support and crisis services for existing foster parents to try and minimize placement disruptions. FCFC has developed support and crisis plans for all foster parents.

The accompanying information shows progress being made regarding Assessment Centers and Homes during CY 2004 by the BMCW in collaboration with Lutheran Social Services - First Choice For Children:

- **Goal** - Increase the number of Assessment Home beds (recruitment of homes);
 - Target: Identify a total of 50 Assessment Home beds –
 - Result: 45 beds were identified
 - Target: Identify at least five Assessment Homes able to take sibling groups of 4 - 6 children and specializing in medically needy children –
 - Result: Six homes are now licensed to take four or more children specializing in the medically needy child
- **Goal** - Develop foster parent skills in dealing with children's most common and prevalent medical and behavioral needs;
 - Target: During foster parent orientation sessions, add information on specific, common medical needs (e.g. Attention Deficit and Hyperactivity Disorder (ADHD), asthma and depression).
 - Result: Orientation was enhanced to address possible behavioral/medical needs of children
 - Target: During Foster parent orientation sessions, add information on specific, common behavioral needs (e.g. physical and verbal aggression) to prospective foster parents and develop training on these topics for existing foster parents –
 - Result: during the first quarter of 2005 the following topics have been enhanced for foster parent training (Introduction to ADHD, De-escalation techniques (for verbally and physically aggressive children), Introduction to Oppositional Defiant Disorder and Communication/Problem solving with children and teens.

The BMCW is committed to provide quality care for children in an OHC placement. Therefore, in conjunction with the Comprehensive Review, the BMCW also reviewed the Assessment and Stabilization Centers. The review analyzed available data, and focused on interviews with children who live in the centers, staff who have worked at the centers and Ongoing Case Managers. Although there was no baseline to determine comparative data, the information gleaned provides a background of the different types of achievement (satisfaction) as well as obstacles that have been encountered during the first year of operation. The findings from the review are included in the companion Comprehensive Review.

The results from the companion Comprehensive Review, as required under section "III. Monitoring, subsection C" will be presented at the public meeting on the 2004 Period 2 Annual Report, March 17th, 2005.

D. 8. The Division of Children and Family Services shall make its best efforts to seek legislative approval of foster parent reimbursement rates consistent with USDA standards.

The Division of Children and Family Services (DCFS), as required by the settlement, made its best efforts to seek legislative approval to increase Wisconsin's foster parent reimbursement rates consistent with USDA standards.

Although the scope of this report covers information relating to Period 2, CY 2004, to provide current information we have included information Governor Doyle announced in his budget on February 8, 2005.

The Division of Children and Family Services has met the requirement to seek legislative approval to increase Wisconsin's Foster Parent reimbursement rate.

Governor Doyle presented his 2005 - 2007 budget to the Wisconsin Legislature on February 8, 2005, which includes a proposal from the Department of Health and Family Services to implement a permanent 10% uniform foster care rate increase over two years: a 5% increase effective January 2006, and an additional 5% rate increase effective January 2007. Pending the legislative approval, the 5% each year will be added into the Bureau of Milwaukee Child Welfare Budget.

In 2004, Governor Doyle launched the Kids First initiative, which included a recommendation to increase foster care reimbursement statewide. What follows is a brief summary of two of the initiatives. Additional information about the Governor's Initiative can be found on the following Website: (<http://www.wisgov.state.wi.us/index.asp>):

- **Recruit and Support Quality Foster Care and Adoptive Homes**
 - Increase reimbursement rates for foster parents in the next biennial budget, and collaborate with ongoing efforts working with local communities to improve recruitment of foster families
 - Develop and implement a Foster Parent and Adoptive Parent Resource Center to provide information for parents and training for coordinators, and to connect adoptive and foster parents to supportive services in their communities
 - Improve physical and mental health care for foster children by launching a specialized assessment and treatment pilot project for Milwaukee children in foster care
 - Provide foster care subsidies for relatives willing to serve as court-appointed guardians of children who are not safe living with their birth parents
 - Provide young adults who age out of foster care with continuing health coverage under Medicaid until they are 21
 - Use federal grant funding to support a Youth Education and Training project for young adults leaving foster care and entering the work force
- **Improve Child Welfare Services**
 - Target additional state resources to counties that have the highest turnover rates and most significant need for case worker and supervisory training

- Create an ombudsman for children in the Milwaukee child welfare system. The ombudsman will have the power to investigate complaints and concerns, and will issue recommendations to the child welfare agency
- Reduce caseworker turnover by attracting and training a more diverse and experienced child welfare workforce from within targeted communities, and expand hands on training experiences for workers
- Establish a statewide quality assurance and improvement system to ensure better handling of child abuse and neglect cases and improve accountability within the system
- Work with the courts to ensure that certain families – identified as having significant child protection concerns – receive continued monitoring, even if they stop participating in the Safety services program
- Strategically target grants to encourage integrated community based services that specifically address the needs of parents with children in the child welfare system. Services will include domestic violence, substance abuse and mental health treatment programs
- Pass legislation directing the court to specify – in the court order for the child’s removal – the conditions for the eventual return of the child
- Pass legislation eliminating jury trials in cases to terminate parental rights to expedite permanency for children.

SETTLEMENT SECTIONS WHERE THE BMCW HAS NOT MET PERIOD 2 TARGETS:

The data presented in the following section are areas where the BMCW has not fully met the expected performance standard for Period 2 targets:

As with the previous section discussing achieved target measures, these areas are also categorized under the key performance objectives of Permanency, Safety and Well-Being.

PERMANENCE**Reunification within twelve months of placement in Out of Home Care**

I.B.6. Of all reunifications with parents/caregivers, at least the following percentages of children shall be reunified within 12 months of entry into care.

Period 2: 65% (or above)

Actual Performance YTD January – December 2004: 63%

(Annual)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
WCSN													
Site 1 Reunifications (N)	27	16	5	5	22	15	9	15	11	6	17	9	157
Reunified in 12 or fewer months	15	11	4	5	12	8	6	12	5	3	13	7	101
Percentage reunified in 12 or fewer months	56%	69%	80%	100%	55%	53%	67%	80%	45%	50%	76%	78%	64%
WCSN													
Site 2 Reunifications (N)	5	3	7	7	6	6	6	26	6	12	6	9	99
Reunified in 12 or fewer months	2	2	4	5	4	2	5	17	3	9	4	2	59
Percentage reunified in 12 or fewer months	40%	67%	57%	71%	67%	33%	83%	65%	50%	75%	67%	22%	60%
IFPI													
Site 3 Reunifications (N)	14	16	14	23	15	12	5	18	18	16	15	15	181
Reunified in 12 or fewer months	5	6	8	16	8	5	2	14	15	11	12	3	105
Percentage reunified in 12 or fewer months	36%	38%	57%	70%	53%	42%	40%	78%	83%	69%	80%	20%	58%
La Causa													
Site 4 Reunifications (N)	9	5	10	9	11	11	11	5	7	11	4	14	107
Reunified in 12 or fewer months	2	5	8	7	8	5	5	2	7	11	4	8	72
Percentage reunified in 12 or fewer months	22%	100%	80%	78%	73%	45%	45%	40%	100%	100%	100%	57%	67%
IFPI													
Site 5 Reunifications(N)	7	21	13	10	16	29	11	6	7	12	17	11	160
Reunified in 12 or fewer months	7	10	9	6	10	20	8	6	5	8	11	8	108
Percentage reunified in 12 or fewer months	100%	48%	69%	60%	63%	69%	73%	100%	71%	67%	65%	73%	68%
BMCW													
BMCW Reunifications (N)	62	61	49	54	70	73	42	70	49	57	59	58	704
Reunified in 12 or fewer months	31	34	33	39	42	40	26	51	35	42	44	28	445
Percentage reunified in 12 or fewer months	50%	56%	67%	72%	60%	55%	62%	73%	71%	74%	75%	48%	63%

	January - June	July - December	YTD
BMCW Period 1 2003 - MONITOR ONLY	44%	46.6%	45%
BMCW Period 2 2004	59.3%	67.5%	63%

* During Period 1, there was no established performance standard, rather this section was "MONITOR ONLY". Period 2 is the first year where there was an expected performance standard (65%).

The BMCW did not fully meet the YTD Period 2 compliance standard (65%) for this performance measure. However, during the second six months of Period 2, the BMCW achieved a performance level of 67.5%. By Site throughout Period 2 the range of monthly performance varied between 20% to 100%, with the BMCW YTD average at 63% (445 children out of 704), short of the 65% target.

The Bureau continued to demonstrate improvement during the second six months of 2004 compared to results from 2003 and the first six months of 2004.

Discussion:

The following information focuses on the children who have exited Out of Home Care and achieved permanency through reunification during Period 2. This preliminary analysis attempts to identify any trends regarding children who were reunified in Period 2. Primarily, a comparison between Length of Stay and the Number of Placements is used to determine if there is any impact on timely reunifications. The data offers a base of information permitting a direct comparison between Period 1 and Period 2, providing a baseline for continued analysis on a go forward basis.

The BMCW is beginning to explore if there is a relationship between Length of Stay and Placement Stability and if that relationship affects reunification with the child's family and or primary caretaker.

CY 2004

Length of Episode (in Months)	Number of Placements										Total
	1	2	3	4	5	6	7	8	9	10	
0-11	239	137	41	19	7	1	1				445
12-23	31	26	19	8	7	2		4	1	2	100
Total Reunifications											704

The table above shows the distribution of all children reunified in 24 or fewer months during Period 2 contrasting the number of OHC placements with Length of Stay. Several points may be made from the data:

- 63% of the children reunified were reunified in 12 or fewer months of entering an OHC placement
- 77.4% of the children reunified were reunified in 24 or fewer months.
- After 12 months in OHC, the number of children who achieve permanency through reunification tends to decrease the longer a child is in care. Approximately 78% fewer

children (345 fewer) were reunified after 12 months in an OHC placement but before 24 months than those children who reunified in less than 12 months.

- Children who have been in two or fewer placements regardless of their LOS account for 70% of all reunifications. Children in three or fewer placements accounted for approximately 83% of all children reunified during the period.
- Length of Stay appears to have a slightly stronger relationship with achieving reunification in a timelier manner than do the number of placements a child has lived in. This will be explored in greater detail at another time.
- The data reflecting timeliness of reunifications may suggest that during Period 2, some interventions that were implemented may have improved the timeliness of children achieving permanency within 12 or fewer months. This may be the result of several factors that include the use of the Coordinated Service Team (CST) process, and the Assessment Centers/Homes. Children entering OHC are exiting at a swifter pace through reunification than in the past.
- Notably, of all of the reunifications during Period 2 only 22.6% involved children who had been in OHC for 24 or more months. This suggests that when looking at CY 2004 data, the permanency option of reunification was not as prevalent when the Length of Stay for a child was 24 months or more. This may be an important stage for families with children in OHC, and will be examined to determine if there are any barriers or relationships that can be identified that would lower the Length of Stay.

When a child achieved permanency through reunification many different issues needed to be resolved. Through the hard work of the family, the Ongoing Case Managers, the courts, the service providers and the many others involved, reunification of the child then becomes possible. Along the path to reunification there are many transitional points which when traversed, the process continues to move forward towards the goal of permanency. The path to permanency is different for every family and every child, yet the time frames to achieve the goal are similar. When attempting to identify the different transition points or benchmarks in the path to timely permanency, some considerations requiring further exploration might include:

Further exploration of the process of reunification may help identify and address obstructions and assist with attaining more timely permanency.

What do we know about children who were reunified during Period 1? Compared to Period 2?

During Period 1:

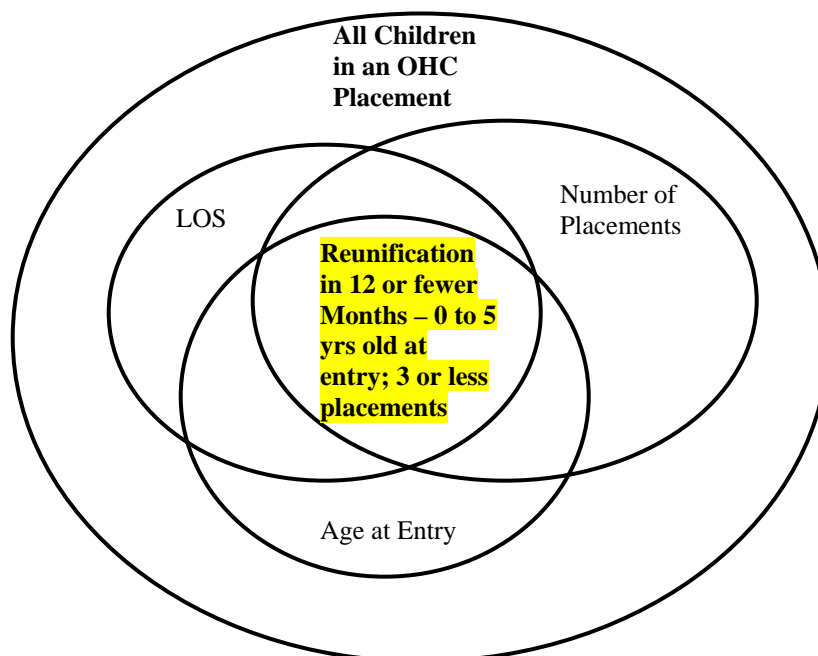
- 45% of the children were reunified in 12 or fewer months of entering an OHC placement
- 61.1% of the children were reunified in 24 or fewer months
- Children in two or fewer placements accounted for 58.1% of all reunifications. Children in three or fewer placements accounted for approximately 71.5% of all children reunified during the period.

Comparing Period 1 to Period 2 we find:

- The percentage of children who were reunified in Period 2 (70%) with two or fewer placements as compared to Period 1 (58.1%) demonstrated that children (by percentage) were exiting OHC with fewer placements in Period 2. Children exiting with three or fewer placements also increased between Period 1 and Period 2.
 - Children who exited OHC in 12 or fewer months not only increased in percentage from Period 1 to Period 2 (45% compared to 63%), the actual number of children increased from 391 to 445.
 - The number of children who were reunified in 12 or fewer months and were in 2 or fewer placements increased from 324 in Period 1 to 376 in Period 2; by percentage, 37% of the children in Period 1 were reunified in 12 or fewer months with 2 or fewer placements - this increased in Period 2 where 53% of the children reunified in 12 or fewer months also had 2 or fewer placements.
- Of the children who were reunified within 12 months, the largest percentage was children between birth to 5 yrs old when they entered OHC.
 - The largest percentage of children who were reunified after being in OHC 12 to 24 months and 24 to 36 months were also between birth to 5 when they entered OHC.

Multiple factors are involved in a child achieving reunification with his/her family within 12 months of entry into OHC. The data from period 2 suggests that a child was more likely to be reunified if his/her length of stay was 24 or fewer months, the number of placements he/she resided in was 3 or fewer, and the age of the child at time of removal was between 0 to 5 yrs old.

The following diagram shows the intersection where children who achieve timely permanency through reunification meet the identified characteristics of 3 or fewer placements and 5 or younger when entering OHC. Further consideration is required for those children who do not fit in the identified groupings below. Questions emerge regarding permanency options for the child who is in an OHC placement greater than 24 months, has lived in 4 or more placements, and who was 6 yrs or older at the time he/she entered OHC.



There is an ongoing need to work on identifying the differences in the reasons (LOS, number of placements, age, emotional & behavior deficits, family supports, etc) some children achieve timely permanency and some children do not. Additional analysis and understanding is critical to determine what is different for those children who are not on the same path for permanency, and what can be done to move them to a permanent, stable, and safe living environment. Additional analysis beyond the “numbers” will be important in helping to detect what factors may be inhibiting timely permanence, and what options, if any, are available to improve the children’s movement towards permanence.

The data can provide information regarding many different variables associated with children who have or have not achieved permanency, but the data can not tell us the reasons a child may exit OHC within 12 month of entry or remain in OHC care over 24 months. Several variables can be explored: The size of a child's family; the ages of his/her siblings; the age of the child when he/she was placed in OHC; Changes in the families Ongoing Worker; Disability of a child; the placement type a child resides in (Foster care, Treatment Foster Care, Group Home, Residential, or Kinship care). For example, to explore changes in the dynamics of the family; the community supports that surround the family; the network of friends and family available to help; what is happening at that critical "24 month" point in the case that may be inhibiting a child from reaching permanency? - All of these important questions can not be answered by the data. A combination of an analysis which uses the data as well as explores other options would provide a comprehensive picture of both types of variables that affect a child attaining permanency.

Some of the efforts undertaken by the BMCW to reduce the amount of time that children are in an Out of Home Care (OHC) placement and to improve the number of children re-unified within 12 months of entry into an Out of Home Care Placement include:

- Targeted “Reunification” staffings were held at each Site, ascertaining which children had a permanency goal of reunification and determining what services or requirements were needed before the reunification could occur.

The BMCW, in collaboration with partner agencies assessed reunification strategies and identified barriers to permanency through reunification planning and internal staffing on 710 children's cases. The selection of cases included children who have been in care at least 9 months and who had an upcoming annual permanency review within the following 3 months. Cases were grouped into 3 categories; a) Cases where reunification was the permanency goal, b) Cases where children had been placed in stable relative placements and reunification was not realistic, and c) Cases where children had been returned home under a court order of supervision. The BMCW continues to monitor the outcomes on these cases.

- Continued emphasis of the Coordinated Service Teams (CST) process to explore and determine permanency alternatives for the child. The first family group meeting occurs within thirty days of placement. Additional CST meetings are conducted at minimum on a quarterly basis for each family, which provides a forum for evaluating and changing the case plan as needed to achieve permanence.

Adoptions within twenty-four months of removal

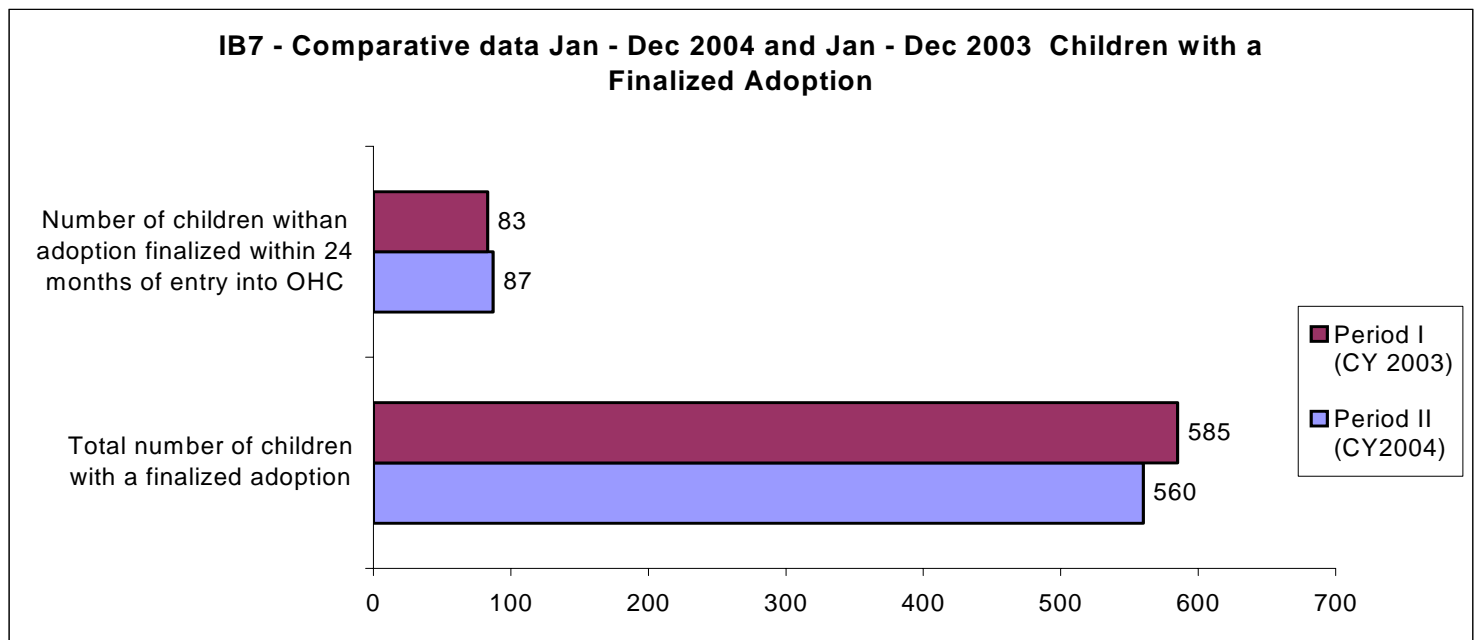
I.B.7. At least the following percentage of children for whom an adoption is finalized within the period shall exit BMCW out-of-home care within 24 months of entry into care.

Period 2 25% (or above)

Actual Performance

YTD January – December 2004: 15.5%

Time to Adoption	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
24 months or less	9	9	7	5	6	8	10	10	6	6	6	5	87
Monthly Percentage	17.6%	14.8%	11.9%	14.7%	10.2%	14.5%	27.8%	17.2%	13.3%	24.0%	12.2%	17.9%	15.5%
25 months or more	42	52	52	29	53	47	26	48	39	19	43	23	473
Monthly Percentage	82.4%	85.2%	85.3	85.3	99.8%	85.5%	72.2%	82.8%	86.7%	76.0%	87.8%	82.1%	84.5%
Total Number of Finalized Adoptions	51	61	59	34	59	55	36	58	45	25	49	28	560



	January - June	July - December	YTD
BMCW Period 1 2003	8.9%	18.8%	14.2%
BMCW Period 2 2004	13.8%	17.8%	15.5%

BMCW did not meet the Period 2 Performance Standard of 25% or above for this measure.

The total number of adoptions for Period 2 (560) was lower (25) than for the same timeframe in Period 1. However if you make a comparison between the number of adoptions in each period against the total number of children in an OHC placement during each year you find a slightly higher percentage of adoptions in Period 2 (11.6%) compared to Period 1 (10.4%). [This calculation is based on total children who were in an OHC placement during Period 2 (3,489 on January 1st, 2004; 1,308 entered during the year; Total 4,797) and Period 1 (5,581 total children in an OHC placement during the year)]. Although the number of children adopted during Period 2 was lower than Period 1, as a percentage of all children, a slightly larger number were adopted in Period 2.

The tables below show basic data regarding the children adopted during Period 2 and Period 1.

For children who were adopted during CY 2004:

		< 24 Months	24- 36 Months	36-48 Months	48-60 Months	60+ Months
Period 2		89	93	83	117	182
Gender	M	42	41	48	60	106
	F	47	52	35	57	76
Age	0-5	75	59	29	32	9
	6 to 11	9	23	39	62	114
	12 to 15	5	9	11	21	51
	16 plus	0	2	4	2	8

For children who were adopted during CY 2003:

		< 24 Months	24- 36 Months	36-48 Months	48-60 Months	60+ Months
Period 1		80	93	104	82	233
Gender	M	41	44	45	37	132
	F	39	49	59	45	101
Age	0-5	70	57	55	38	19
	6 to 11	4	27	37	28	143
	12 to 15	3	7	10	14	63
	16 plus	3	2	2	2	8

As the data shows, 79.9% (approximately 451 children) of all children who were adopted in 2004, were age 11 or younger at the time of their finalized adoption. During Period 1, 81.8% (approximately 478 children) of all children who were adopted in 2003, were age 11 or younger at the time of their finalized adoption.

Children under the age of two continue to be over-represented in the number of children adopted within 24 months of removal:

Year	# of children adopted within 24 months of removal	# of these children under the age of 2 years at the time of finalization	Percentage
2004	87	59	67.8%
2003	80	54	67.5%

This suggests that the program has continued to be effective in achieving swift permanency for the very young, but has not managed to achieve permanency for older children with the same speed.

During Period 2, the BMCW developed corrective action strategies to address the timely adoption of children. The strategies identified included cross-system collaboration to implement efforts to improve not only timeliness, but also information to parents.

Current strategies to finalize adoptions sooner include:

- Site based adoption consultants identify children who potentially may be adopted as early in the life of the case and provide technical assistance to case managers about the adoption process
- A joint home study process is being implemented to expedite completion of the adoption home-study for foster families adopting the foster children in their care
- In cooperation with the Children's Court, the BMCW made a one year commitment to fund a full time position in 2004 to provide counseling and information for birth parents about the Termination of Parental Rights (TPR) process. The BMCW is funding the position for 2005. Through the work of this position, there has been an increase in the number of voluntary TPR's.
- In cooperation with the CHIPS District Attorneys, Bureau staff are implementing Fast Track TPR procedures to identify new children entering care who are most appropriate for and would be most likely to best fit criteria for adoption.
- Focused and specialized attention has been provided to educate relatives about adoption as a permanency option.
- Permanency Staffings identifying barriers to adoptions were conducted specifically targeting relatives.

SAFETY

Maltreatment while in OHC – this measure identifies the number and percent of children who were victims of a substantiated abuse and/or neglect allegation while in an Out of Home Care placement

I.C.1. No more than the following percentages of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations within the period by a foster parent or staff of a facility required to be licensed.

Period 2 .65% (at or below)

Actual Performance

YTD January – December 2004: .85%

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Completed Investigations – Determinations (N)	31	28	61	44	43	37	60	35	36	30	29	41	475
Children Maltreated by FP or agency staff (Substantiated Allegations) (N)	1	0	14	4	3	1	2	2	7	1	2	4	41
Children in Care as of 1-1-04 (N)													3,489
Children Entering Care (N)	112	121	118	99	103	89	89	118	131	100	114	114	1,308
Total (N)													4,797
BMCW %													.85%

* Two children were not included in the above total who had a substantiated maltreatment of physical abuse in their foster home, but in this instance the maltreater was not the Foster Parent. The identified maltreater was a child care provider/babysitter.

	Period Goal (At or Below)	End of Period
BMCW Period 1 2003	.70%	.57%
BMCW Period 2 2004	.65%	.85%

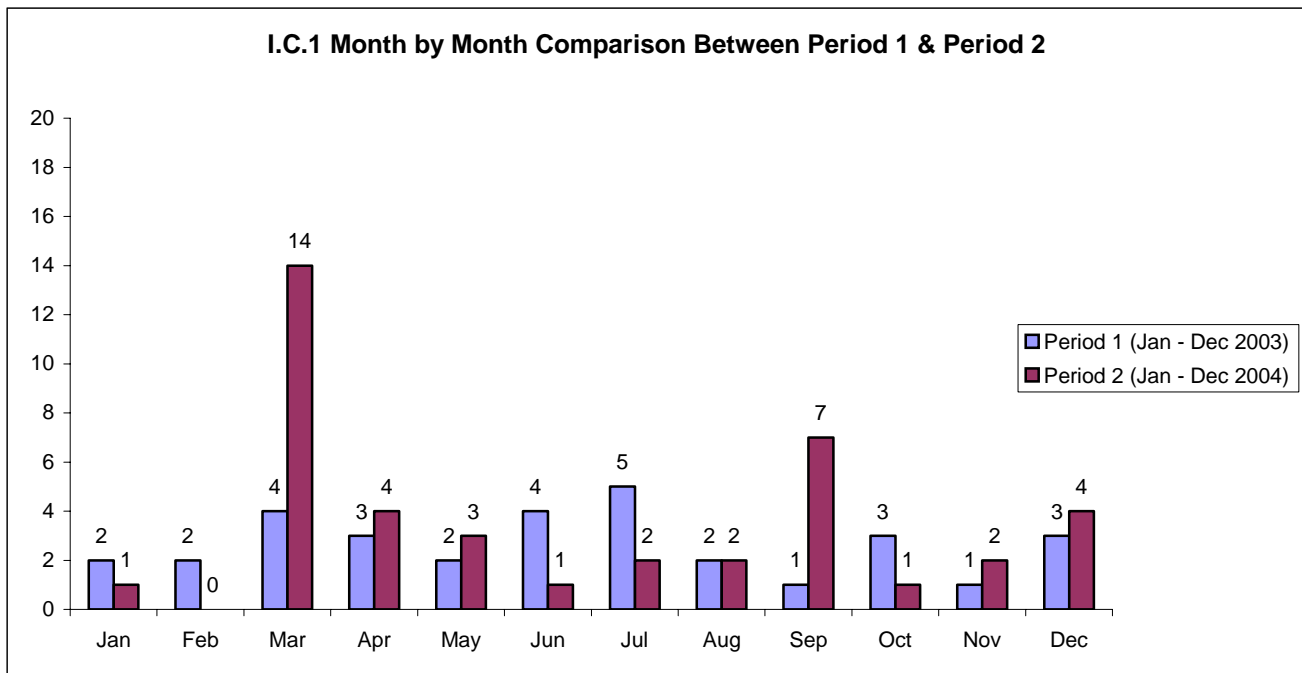
- The percentage was calculated by identifying the number of children in an OHC placement on January 1, 2004, (3,489) and adding all children (1,308) entering OHC during CY 2004 (4,797). This total (4,797 – which represents all children in OHC during the year) was then divided into the number of children in OHC who had a substantiated allegation (41) of maltreatment by a foster parent or agency staff during the year.

The BMCW did not meet the expected performance standard for this section. During Period 2 (January – December 2004), forty-one children (0.85%) were victims of substantiated maltreatment by a placement provider while in an Out of Home Care placement. Comparatively,

in Period 1 (January – December 2003), thirty-two children (0.57%) had a substantiated allegation of maltreatment. This represents an increase of nine children from Period 1 to Period 2.

DISCUSSION:

Through Period 2, there was a notable increase in the number of children with a substantiated maltreatment allegation by a placement provider while in an Out of Home Care placement. The graph below shows a month-by-month comparison between Period 1 and Period 2 substantiations.



Most prominent is the increase of substantiations in the month of March 2004, where there were ten more during Period 2 than in the same month of Period 1. The sizable increase observed in March may be related to the 2 cases of Child Abuse and Neglect that received heavy media attention. The level of awareness concerning abuse within the community was effectively raised when the stories of these children were reported. Many individuals who called the INTAKE Unit with an allegation after hearing about the other incidents from the media, indicated that they were making this contact because of their increased awareness and their concern. Also, they stated they knew that they would be unable to help the children they heard about on TV directly, but that they would be able to help other children they were aware of.

The additional data that is provided looks at several different elements of the children who were victims of a substantiated Child Abuse and/or Neglect (CAN) allegation (demographic, substantiation types, relationships to maltreater, licensing types and other context data). The following table provides a breakout of the types of substantiated maltreatment by number (N) and percentage (%). During period 2, three additional types of maltreatment were identified that were not present in

Period 1: "Emotional Maltreatment", "Lack of Supervision" and "Other Medical Neglect". In similar areas this can be compared to Period 2 which shows an increase of one substantiation in each type - "Neglect - general Lack of Care" & "Physical Abuse". Also when comparing Period 2 to Period 1, there is a significant decrease (by five children) of children where the type of maltreatment substantiated was "Sexual Contact/Intercourse".

Type of Substantiated Maltreatment (2004)	Period 1 (N)	Period 1 %	Period 2 (N)	Period 2 %
Emotional Maltreatment			1	2.4%
Lack of Supervision			12	29.3%
Neglect - General Lack of Care	9	29%	10	24.4%
Other Medical Neglect			2	5%
Physical Abuse	17	53%	15	36.5%
Sexual Contact/Intercourse	6	18%	1	2.4%
Totals	32	100%	41	100%

The next table illustrates a categorization of the type of substantiated maltreatment allegation and the relationship of the maltreater. For example, there were fifteen substantiations of physical abuse. Foster Parents/Treatment Foster Parents were the identified maltreater in 88.8% of the substantiated maltreatment allegations. The data in this table may provide information that could be helpful in the monitoring and training of Foster Homes licensed by Lutheran Social Services under the purview of the BMCW, Treatment Foster Homes and other licensed agencies (Treatment Foster Homes are not licensed by LSS FCFC; rather they are licensed by other Child Placing Agencies and monitored by the Bureau of Regulation and Licensing).

Relationship to Victim	Type of Substantiated Maltreatment						Grand Total
	Emotional Maltreatment	Lack of Supervision	Neglect - General Lack of Care	Other Medical Neglect	Physical Abuse	Sexual Contact - Intercourse	
Foster Parent	1	8	9	2	15	1	36
Staff at child caring insti./other facility		4	1				5
Grand Total	1	12	10	2	15	1	41

The following table is a comparison between Period 1 and Period 2 and the perpetrators' relationship to the victim. During Period 1, twenty-four of the thirty-two substantiations involved Foster Homes licensed by Lutheran Social Services (LSS); In Period 2, twenty-nine of the forty-one substantiations involved homes licensed by LSS, an increase of five substantiations in foster homes compared to Period 1. During Period 2 there was an increase in substantiated maltreatment also occurring in Treatment Foster Homes, not licensed by the BMCW. Three more children were victims of substantiated maltreatment in Treatment Foster Homes during Period 2, than in Period 1. The Treatment Foster Homes with a substantiated allegation have either been placed on hold awaiting a review or they have been closed.

Perpetrators' Relationship to Victim	Period 1 (N)	Period 1 %	Period 2 (N)	Period 2 %
Foster Parent (Licensed by LSS)	24	75%	29	71%
Treatment Foster Parent	4	12.5%	7	17%
Staff at a child caring institution	4	12.5%	5	12%

The information in the next table provides age related data regarding the children who were victims of a substantiated maltreatment allegation. The first table displays information about the age of the child when the INTAKE was received and compares it to the type of substantiated maltreatment.

Ages when INTAKE received	Type of Substantiated Maltreatment						Grand Total
	Emotional Maltreatment	Lack of Supervision	Neglect - General Lack of Care	Other Medical Neglect	Physical Abuse	Sexual Contact - Intercourse	
1 - 1.9 yrs old		1	2				3
2 - 2.9 yrs old			2		1		3
3 - 3.9 yrs old			1	1			2
4 - 4.9 yrs old		2	2		1		5
Total for Age Group	0	3	7	1	2	0	13
Percentage of total children	0.0%	7.3%	17%	2.4%	4.9%	0.0%	31.7%
5 - 5.9 yrs old		1					1
6 - 6.9 yrs old					2		2
7 - 7.9 yrs old			1		1		2
8 - 8.9 yrs old	1			1			2
9 - 9.9 yrs old		2			2		4
10 - 10.9 yrs old					1		1
11 - 11.9 yrs old					2		2
Total for Age Group	1	3	1	1	8	0	14
Percentage of total children	2.4%	7.3%	2.4%	2.4%	19.5%	0.0%	34.1%
12 - 12.9 yrs old		1					1
13 - 13.9 yrs old		2	1		1		4
14 - 14.9 yrs old		1			3	1	5
Total for Age Group	0	4	1	0	4	1	10
Percentage of total children	0.0%	9.8%	2.4%	0.0%	9.8%	2.4%	24.4%
15 - 15.9 yrs old		1			1		2
16 - 16.9 yrs old		1	1				2
Total for Age Group	0	2	1	0	1	0	4
Percentage of total children	0.0%	4.9%	2.4%	0.0%	2.4%	0.0%	9.8%
Grand Total	1	12	10	2	15	1	41

The above data set broken out by age group shows:

- Children between the ages of 5 yrs to 11.9 yrs account for the highest number of substantiation's with fourteen (34.1%)

- Children between the ages of 1 yr. to 4.9 yrs account for thirteen (31.7%) of the substantiation's.
- Ten (24.4%) children between the ages of 12 yrs to 14.9 years had a substantiated allegation of maltreatment, and
- Four (9.8%) children 15 or older had a substantiated allegation of maltreatment.
- The above data would appear to indicate that children younger than 5 yrs old experienced a higher rate (70% of all neglect substantiation's) of substantiated neglect than older children, accounting for 17% of all substantiation's.
- Children between the ages of 5 to 11.9 accounted for 53% of the substantiations for physical abuse, or 19.5% of all substantiated allegations.

The table below provides a look at the children by gender and maltreatment type. The number of females maltreated 23 (56%) was higher than the number of males 18 (44%). Across most maltreatment types (except Lack of Supervision), there was no significant difference between the genders.

Gender	Type of Substantiated Maltreatment						Grand Total
	Emotional Maltreatment	Lack of Supervision	Neglect - General Lack of Care	Other Medical Neglect	Physical Abuse	Sexual Contact - Intercourse	
Female		8	5	1	8	1	23
Male	1	4	5	1	7		18
Grand Total	1	12	10	2	15	1	41

Strategies to address the maltreatment of children:

The BMCW and its partner agencies consider child safety to be its primary responsibility, and efforts to reduce the number of children who experience maltreatment while in foster care are ongoing. In 2004, several new or expanded procedures have been implemented. These procedures include:

- **Expanded process of responding to unsubstantiated Child Abuse and Neglect (CAN) referrals.** Under the direction of the BMCW administration, the OHC agency (FCFC) assumed responsibility for the CAN referral response process in October 2004. This change was made to better link this process of identifying potentially problematic circumstances in foster homes with the OHC agency's ongoing foster home monitoring and quality improvement responsibilities as a prevention measure.

The referral response process was expanded in several key ways. Each of these changes was made to identify and take action on any conditions requiring improvement before they can pose threats to a child's safety or well being.

First, all unsubstantiated reports are reviewed and responded to. The type of response (i.e., recommendations to supervisor, internal staffing or formal CAN panel) is based on specific criteria.

Second, the consistency and outcomes of the CAN panel process were upgraded. The panel now consists of standing members (managers from Ongoing Case Management agencies, OHC agency and BMCW administration) allowing for greater consistency. The panel also creates its recommendations through consensus, which aids implementation. Recommendations are recorded and tracked to ensure implementation.

Finally, the criteria for convening a CAN panel were expanded. A CAN Panel now occurs for:

- Any home where 3 unsubstantiated reports are received in the history of the license,
 - Any home where 2 unsubstantiated reports are received in a 12 month period.
- **Strengthened foster family emergency plans.** Each foster family has a support plan aimed at identifying their needs in relation to the children in their care. Each support plan also includes an emergency plan specifying the actions to be taken in case of a family emergency or a crisis with a child. Creating a plan, including who is to be contacted for help and support, works to make maltreatment precipitated by crisis less likely. This plan is updated every 90 days or when a change takes place in the home (i.e., a new child is placed).
- **Collaboration with Ongoing Case Management agencies in creating a crisis prevention plan for children entering placement.** Within the first week of a new placement, Ongoing Case Managers and Licensing Specialists conduct a joint home visit with the foster family. The purpose of this visit is to identify potential behaviors or issues that may stress the foster family's capacity to nurture the child and/or maintain the placement. Planning for services for the child, procedures to follow in the case of a crisis and the support to be provided by both Ongoing Case Managers and Licensing Specialists are part of this plan.
- **Intensified focus on monitoring foster families' disciplinary practices.** OHC Licensing Specialists use a standard home visit checklist to guide monitoring activities at each home visit. Included on the checklist is a discussion of discipline. Licensing Specialists focus their discussion on the specific practices used by foster parents with the child(ren) currently in their care. Of particular interest are any difficulties or frustrations parents might be experiencing as these difficulties may increase the likelihood of maltreatment. Licensing Specialists suggest alternative or additional techniques and collaborate with Ongoing Case Managers to identify training or services as needed.

LSS has also made structural changes geared toward providing more intensive assessment of new homes and customized support to relative homes. In both cases, disciplinary practices—and the range of historical, familial and cultural assumptions that sustain them—are a prime target for assessment and support.

Improvements are being made in cross-system communication with agencies (other than LSS) that license and monitor placements where children involved with the BMCW are placed. Currently, if a Treatment Foster Home is under an Independent

Investigation, LSS places the home on hold. The Independent Investigative Agency contacts the associated Child Placing Agency (CPA) agency and Bureau of Regulation and Licensing (BRL) indicating that there is an ongoing investigation. Once the investigation is completed, the Investigative Agency shares the results with the CPA agency, BRL and LSS. The BMCW in turn is also in contact with LSS and BRL as needed. If the allegation is not substantiated, and the home has met any suggestions identified as a result of the investigation by the Investigative Agency, the CPA, and BRL, the hold may be removed from the home.

- **Strengthened training on dealing with challenging behaviors for both foster parents and Licensing Specialists.** Opportunities for foster parents to increase their skill in dealing with stressful behaviors and situations were offered each month of 2004. Courses offered included: Behavior Management in Teens, Dealing with Challenging Behaviors, Temper Tantrums in Young Children, Understanding Teen and Child Development and De-escalation techniques.

As children who have experienced sexual abuse often exhibit challenging behaviors, Licensing Specialists have received additional training in identifying and understanding such behaviors. The training also included preparation for teaching foster parents about sexualized behaviors and appropriate methods for responding to them.

WELL-BEING

Placement Stability – Children with three or fewer placements in OHC

I.D.9. At least the following percentages of children in BMCW custody within the period shall have had three or fewer placements after January 1, 1999, during their current episode in BMCW custody. The number of placements will exclude time-limited respite care placements and returns to the same caretaker after an intervening placement during the same out-of-care episode. Those children in BMCW custody through the Wraparound Milwaukee program shall be excluded from this calculation.

Period 2 82% (or above)

Actual Performance

YTD January – December 2004: 72.1%

Placements	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Three or Fewer (N)	2073	2099	2069	2068	2046	2002	1976	1974	2012	2012	2050	2044
Percentage	71.2%	71.0%	71.5%	71.1%	71.4%	71.8%	70.0%	72.7%	73.5%	73.6%	74.0%	73.7%
Four or More (N)	839	856	823	841	820	785	847	741	727	722	721	729
Percentage	28.8%	29%	28.5%	28.9%	28.6%	28.2%	30.0%	27.3%	26.5%	26.3%	26%	26.3%
Total Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

The table above provides on a month-by-month basis the number of children who had 3 or fewer and 4 or more placement changes. The 2004 YTD average for 3 or fewer placements is 72.1% **The BMCW did not meet the expected performance standard for Period 2.**

The table below summarizes the semi-annual changes in the percentage of children with three or fewer placements and compares the first six months and last six months of 2003 and 2004.

	January - June	July - December	YTD
BMCW Period 1 2003 Performance expectations 80% or above	74.8%	76.8%	75.9%
BMCW Period 2 2004 Performance expectations 82% or above	71.3%	72.9%	72.1%

DISCUSSION:

The following tables depict a Point in Time (PIT) data set, January through December 2003 and 2004, of children in out of home care for 12 months or fewer by age group and number of placements. For instance, in 2003 for the age group 0 to 2 years of age, 99 children experienced 1 placement within 12 months.

Period 1 2003	Children in OHC 12 or fewer months (January- December) N= 684									
	Ages									
	0 - 2	2-4	4-6	6-8	8-10	10-12	12-14	14-16	16-18	N=
1 placements	99	50	38	37	26	32	32	30	22	366
2 placements	42	31	31	28	21	24	13	13	15	218
3 placements	18	8	6	7	9	2	4	6	7	67
4 + placements	3	1	1	0	3	8	6	7	4	33
total	162	90	76	72	59	66	55	56	48	684

Period 2 2004	Children in OHC 12 or fewer months (January - December) N=962									
	Ages									
	0-2	2-4	4-6	6-8	8-10	10-12	12-14	14-16	16-18	N=
1 placement	106	58	46	46	58	40	43	54	45	496
2 placements	63	40	39	27	25	25	37	27	14	297
3 placements	17	27	13	14	2	8	12	14	8	115
4 + placements	5	4	6	1	7	3	10	13	5	54
total	191	129	104	88	92	76	102	108	72	962

As the preceding tables indicate in 2003, there were 684 children in OHC 12 months or fewer and in 2004 there were 962 children in OHC 12 months or fewer. In 2004 there were 278 (41%) more children, in OHC 12 months or fewer compared to 2003. Increases in the number of children in OHC 12 months or fewer were found in every age category.

Number of Placements

The actual numbers do not allow us to adequately compare the number of placements that children in OHC for 12 or fewer months have experienced in 2003 with 2004. For the purpose of this report a comparative analysis will be utilized. In order to compare 2003 and 2004 we have converted the number of placements children experienced in OHC 12 months or fewer to a proportion of the total placements. A proportional rate allows us to compare characteristics of a population such as number of placements of one population to another regardless of an increase or decrease in the total number of the population. The rate is determined by dividing the numbers of placements, 1, 2, 3 or 4 or more placements, children have experienced by the total number of placements experienced by all children. As an example, in 2004, 908 or approximately 94% of the total number of children (962) had 3 or fewer placements compared to 2003 when 651 or approximately 95% of the total number of children (684) had experienced three or fewer placements.

Included here is a comparison between 2004 and 2003 and the numbers of placements children have experienced:

- In 2003, 366 or approximately 54% of the total number of children in OHC 12 months or fewer experienced no more than one placement compared to 2004, where 496 or approximately 52% of children experienced no more than one placement.

- In 2003, 218 or approximately 32% of the children in OHC 12 months or fewer experienced no more than two placements and in 2004, 297 or approximately 31% experienced no more than two placements.
- In 2003, 67 or approximately 10% of the children in OHC 12 months or fewer experienced no more than three placements and in 2004, 115 or approximately 11% experienced no more than three 3 placements.
- In 2003, 33 or approximately 5% of the children in OHC 12 months or fewer experienced four or more placements and in 2004, 54 or approximately 6% experienced four or more placements.

Rate of Placement

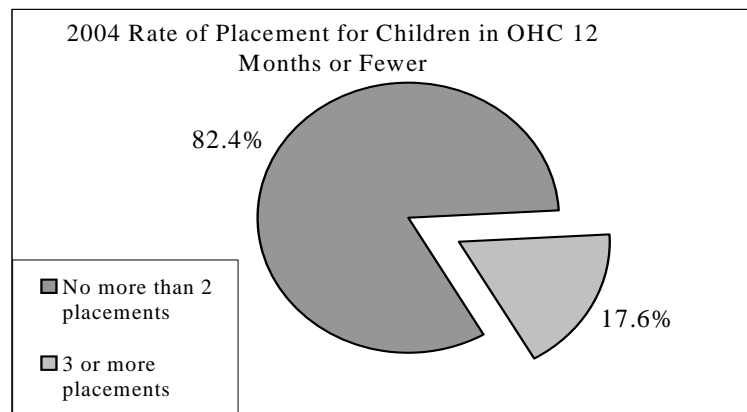
During Period 2, the BMCW developed a quality improvement plan to address the placement stability of children in OHC placements. The BMCW implemented strategies to reduce the potential of placement disruptions and support stable placements for children. Between July and December 2004 it was reported that:

- 596 joint visits to foster homes were undertaken by Ongoing case managers and First Choice for Children staff members.
- 329 new support/crisis plans for children in foster homes were initiated and 201 support/crisis plans were updated.
- 489 Foster parents participate in the Coordinated Service Team training.
- 3,369 respite days were provided for 832 children.
- 2811 Coordinated Service Team meetings were held.

The segment of the total population of children in OHC 12 months or fewer who may have experienced multiple placements consist of children who have had 3 or more placements within 12 months. In order to compare the rate of change in placements between 2003 and 2004 a proportional rate was utilized. Converting the total number of children with one and two placements and the total number of children with 3 and four or more placements to a proportional rate of the total population determines the cumulative rate of placement change. Please note that there are limitations in the use of cumulative analysis. The cumulative rate indicates only that a rate of change occurred between 2003 and 2004. The reasons for the change in placements is not known or considered in the equation. However, a cumulative analysis is useful to determine the baseline for future analysis over time.

In 2003, 100 (14.6%) children out of 684 had 3 or more placements. In 2004, 169 (17.6%) children out of 962 had 3 or more placements.

The chart below highlights the segment of the total population in 2004 that had experienced multiple placements.



The table below provides a comparison between 2003 and 2004 of the number of placements and the rate of placement for children in OHC 12 months or less.

Number of placements	2003	Percent of population	2004	Percent of population
1 placement	366	53.5%	496	51.6%
2 placements	218	31.9%	297	30.9%
3 placements	67	9.8%	115	12.0%
4 + placements	33	4.8%	54	5.6%
Total	684		962	
Multiple placements	2003		2004	
3 placements	67	9.8%	115	12.0%
4 + placements	33	4.8%	54	5.6%
Total	100	14.6%	169	17.6%

The rate of placement change in 2004 compared to 2003 data indicates that in 2004 there has been an overall increase by 3% in the number of placement changes compared to 2003. Data from Period 2 suggests that additional focus may be needed in this area in order to determine common variables and strategic interventions to further enhance placement stability. In 2005, the BMCW and partner agencies will continue to enhance the initiatives taken in 2004, such as identify the reasons children are changing placements in a short period of time and determine how to minimize placement changes for children in OHC care 12 months or fewer. Moreover, the BMCW will begin to analysis the direct impact of interventions and identify resources needed to stabilize placements.

II. NAMED PLAINTIFFS

Requirement: BMCW will supply Plaintiffs' counsel with quarterly updates of the named plaintiffs' case records until an adoption is finalized, a permanent guardianship order is entered or the child is no longer in BMCW custody. The parties will engage in monthly good faith discussions concerning the appropriateness of the care and treatment of the named plaintiffs an adoption is finalized, a permanent guardianship order is entered or the child is no longer in BMCW custody, except that defendants agree to the post-adoption services described below.

BMCW was successful in meeting the requirements regarding the named plaintiffs. During calendar year 2004, the Bureau has continued to maintain open and regular communication with Children's Rights, Inc. Monthly good faith discussions were scheduled and held between the BMCW Director, Chief Legal Counsel for the Wisconsin Department of Health and Family Services; and the Children's Rights lead attorney to discuss the remaining named plaintiff children, including the appropriateness of the care they were receiving, treatment needs, barriers and progress to permanency being achieved. Additional discussions were held, usually by telephone, to discuss individual situations that occurred in between the scheduled monthly conference calls, to ensure plaintiffs' counsel had current information about each named plaintiff child.

BMCW provided Plaintiffs' counsel with quarterly updates of the named plaintiffs' case records until an adoption was finalized. Quarterly case file updates were sent within three weeks after the quarter ended.

At the beginning of 2004, two of the five named plaintiff children were in out of home care placement. One of the children was adopted in February 2004 and one of the five named plaintiff children remains in an OHC placement.

A. Corey H. BMCW continues to pursue the adoption of Corey H. by identifying potential families with whom he can be placed as soon as practicable. All necessary services identified by BMCW will be provided to continue to support an adoptive placement. Additionally, BMCW will ensure that he remains eligible for Title XIX medical coverage post-adoption through an adoption subsidy agreement.

Corey H. resided in a Treatment Foster Home and attended a city of Milwaukee Choice school and received weekly counseling. Parental rights of the biological mother were legally terminated in February 2004. Diligent efforts continue to locate a prospective adoptive resource able to meet his emotional and behavioral needs. He participates in Boy Scouts, attended a summer and winter camp; plays in a soccer league; and gained membership to his Indian Tribe.

B. Julie R. Julie R. was legally adopted by her foster parent in February 2004. BMCW ensured that she will continue to receive mentoring and special education services post-adoption. She is receiving Title XIX medical coverage post-adoption through an adoption subsidy agreement. Since being adopted the adoptive family has received post-adoption services to further support and address issues in the family, and ensure the continued safety and well-being of Julie R and her adoptive siblings

III. MONITORING

A. The BMCW Program Evaluation Managers (PEMs) will conduct a comprehensive review (such as the review conducted for the second quarter 2000) at least once each period, which shall be made publicly available promptly upon completion.

B. Monitoring of and reporting on all the elements specified in Article I of this agreement shall be conducted by the BMCW PEMs on a semi-annual basis and shall be made publicly available promptly upon completion. At the conclusion of Period 3, monitoring will continue only with regard to Article I requirements that remain unmet and in effect pursuant to IA

C. In addition to reporting on the elements specified in Article I of this agreement, the PEMS shall also monitor and report on the following elements in their semi-annual monitoring reports. The conducting of reviews and the production of reports on these elements by **the PEMS shall constitute compliance with this sub-section, and these elements and related findings are not enforceable under this Agreement.** The requirement to conduct reviews and to produce reports under this section terminates on December 31, 2005.

Response:

The PEMS (with assistance from members of the community) conducted a Period 2 comprehensive review of BMCW programs. The results will be presented during the public meeting on the 2004 Period 2 Annual Report, March 17, 2005.

The outcomes in the final section of the summary do not have an identified performance expectation standard indicated in the settlement. They are considered a “monitoring” only status.

WELL-BEING

Timeliness of completing Initial Family Assessments

III.C.1. BMCW provision of an initial family assessment for all children within 90 days of their first placement;

Actual Performance January – December 2004: 97.3%

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Semi-Annual & Annual Family Assessment Data													
Site 1 (WCSN) Family Assessments Due (N)	6	9	3	6	9	8	8	4	4	6	15	15	
Family Assessments Completed within 90 days	6	9	3	6	9	8	8	3	2	6	15	15	
Percentage (Point in Time)	100%	100%	100%	100%	100%	100%	100%	75%	50%	100%	100%	100%	96.8%
Site 2 (WCSN) Family Assessments Due (N)	8	6	7	9	9	8	8	4	7	7	12	2	
Family Assessments Completed within 90 days	8	6	7	8	9	8	8	4	7	7	10	2	
Percentage (PIT)	100%	100%	100%	88.9%	100%	100%	100%	100%	100%	100%	83.3%	100%	96.6%
Site 3 (IFPI) Family Assessments Due (N)	20	5	13	8	16	14	14	7	6	11	14	18	
Family Assessments Completed within 90 days	20	5	13	8	16	14	14	7	6	11	14	18	
Percentage (PIT)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Site 4 (La Causa) Family Assessments Due (N)	10	7	8	12	8	7	7	9	6	6	9	5	
Family Assessments Completed within 90 days	10	6	7	12	8	6	6	9	6	6	9	5	
Percentage (PIT)	100%	85.7%	87.5%	100%	100%	85.7%	85.7%	100%	100%	100%	100%	100%	95.7%
Site 5 (IFPI) Family Assessments Due (N)	9	8	9	11	16	16	16	9	14	13	8	2	
Family Assessments Completed within 90 days	9	8	9	11	15	15	15	9	14	13	7	1	
Percentage (PIT)	100%	100%	100%	100%	93.8%	93.8%	93.8%	100%	100%	100%	87.5%	50%	96.2%
BMCW – New families entering for OCM services (N)	53	35	40	46	58	53	53	33	37	43	58	42	
Family Assessments Completed within 90 days	53	34	39	45	57	51	51	32	35	43	55	41	
BMCW Percentage (PIT)	100%	97.1%	97.5%	97.8%	98.3%	96.2%	96.2%	97%	94.6%	100%	94.8%	97.6%	97.3%

* It is difficult to place a strong interpretation on any one month's stats because of the number of assessments due could be low. This low number can cause extreme results in month to month percentages - for instance at Site 5 during December two assessments were due, and one was completed on time, for a 50% rating. Therefore the YTD average for this measure provides a more complete picture of practice overall.

	January - June	July - December	YTD
BMCW Period 1 2003	94.5%	98%	96.4%
BMCW Period 2 2004	97.9%	96.6%	97.3%

Period 2 saw a slight increase from 96.4% in Period 1 to 97.3% in Period 2. During Period 2, 97.3% of all Family Assessments were completed within 90 days.

By Site:

- Site 3 (IFPI) achieved 100% in all 12 months of Period 2
- Site 1 (WCSN) and Site 2 (WCSN) met 100% compliance in 10 of 12 months
- Site 4 (La Causa) met 100% in 8 of the 12 months
- Site 5 (IFPI) accomplished 100% in 7 of the 12 months

WELL-BEING

Timeliness of Initial Health Screens for Children Entering OHC

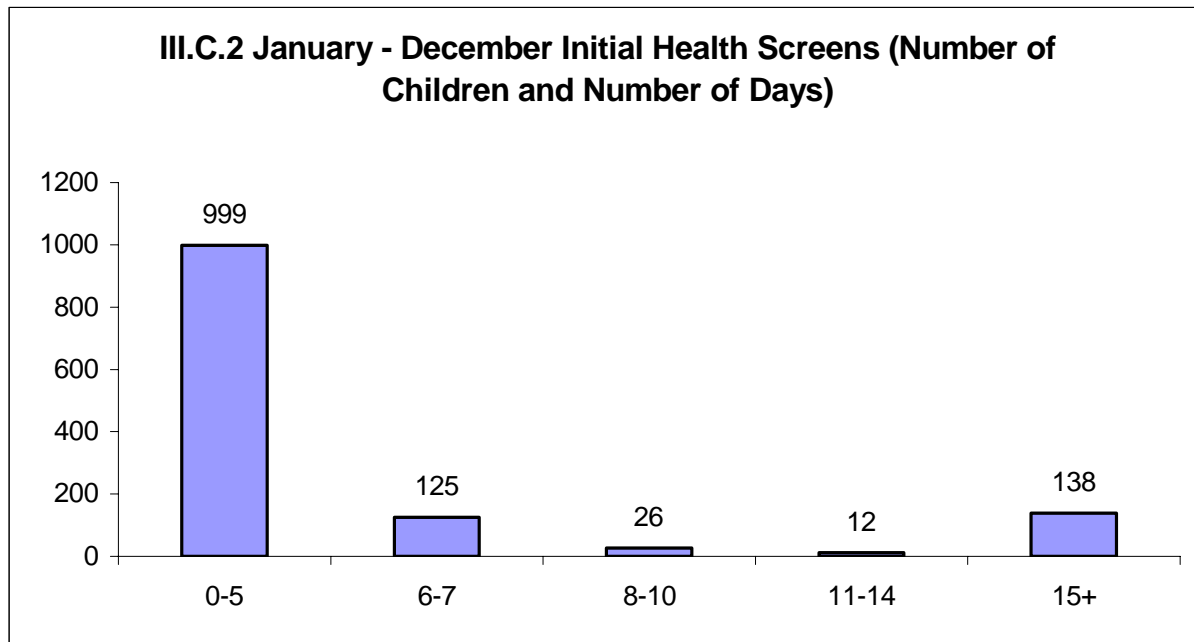
III.C.2. BMCW provision of an initial medical examination for all children within 5 business days of their first placement, except for children discharged from hospital to placement;

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Site 1 (N)	18	22	26	22	26	18	12	22	43	22	28	33
Within 5 business days	13	22	25	22	22	18	8	19	39	21	22	25
Percentage	72.2%	100%	96.2%	100%	84.6%	100%	66.7%	86.4%	90.7%	95.5%	78.6%	75.8%
Site 2 (N)	8	15	28	24	27	9	18	14	21	15	29	20
Within 5 business days	6	14	25	21	27	9	13	13	12	14	21	15
Percentage	75%	93.3%	89.3%	87.5%	100%	100%	72.2%	92.9%	57.1%	93.3%	72.4%	75%
Site 3 (N)	25	16	22	24	15	29	16	41	19	32	16	25
Within 5 business days	22	12	16	19	13	20	7	29	14	14	9	14
Percentage	88%	75%	72.7%	79.2%	86.7%	69.0%	43.8%	70.7%	73.7%	43.8%	56.3%	56%
Site 4 (N)	13	37	11	18	26	21	17	7	18	16	12	16
Within 5 business days	13	33	10	14	20	11	13	5	10	15	10	11
Percentage	100%	89.2%	90.9%	77.8%	76.9%	52.4%	76.5%	71.4%	55.6%	93.8%	83.3%	68.8%
Site 5 (N)	15	17	25	23	35	35	25	31	25	27	15	15
Within 5 business days	10	14	19	21	29	13	19	23	12	11	13	9
Percentage	66.7%	82.4%	76%	91.3%	82.9%	37.1%	76%	74.2%	48%	40.7%	86.7%	60%
BMCW (N)	79	107	112	111	129	112	88	115	126	112	100	109
BMCW Completed within 5 business days	64	95	95	97	111	71	60	89	87	75	75	74
BMCW % (PIT)	81%	88.8%	84.8%	87.4%	86%	63.4%	68.2%	77.4%	69%	67%	75%	67.9%

	January - June	July - December	YTD
BMCW Period 1 2003	44%	67.6%	58.2%
BMCW Period 2 2004	82%	70.8%	76.4%

DISCUSSION:

Data in the above table show overall improvement for children's initial health screens completed within five business days of removal from their home. At the end of Period 1, the YTD average for the BMCW was 58.2%, whereas at the end of Period 2, the mid point YTD average increased to 76.4%, a YTD increase of 18.2%. Although there was an overall increase, the goal is to have all children complete their initial health check within 5 business days of removal. During the second six months of Period 2, the overall level of meeting this goal was not as consistent as during the first six months of Period 2.



The graph above shows the timeline data for initial health screens January - December 2004. Accordingly:

- Approximately 76% of all Initial Health Screens were completed in 5 or fewer business days.
- 86.4% were completed within 7 business days

Data for the second six months show a drop in the number of children receiving their initial health screen within five business days when compared to the first six months of Period 2. During the first six months, the overall BMCW average was 82% - during the second six months:

- Site 1 met or exceeded the first six month average for three months
- Site 2 and Site 4 met or exceeded the first six month average for two months
- Site 5 met or exceeded the first six month average for 1 month
- Site 3 did not meet the first six month average for any months
- The BMCW did not meet the first six month average for any months during the period

The measurement for this section reflects the number of children with a completed Initial Health Screen within 5 business days of being removed. The system is set up to start counting the days on the actual day the child is detained. If a child is detained Monday morning at 7:00 am or at 11:30 on Monday evening, the clock starts counting on Monday, therefore the Initial Health Screen must be completed by Friday of the same week. The system does not differentiate the time of the detention. If we considered that the first business day started the next full business day starting after the detention, the sixth day using the current standard, the percentage of those children achieving this goal would increase to 84.2% (an increase of 95 children).

Currently, there are two issues related to the scheduling of the Initial Health Screen appointments. The first issue is a time limited decrease in the capacity of CPC to perform the number of health screens. CPC will be back at their original scheduling capacity in a short time. Second, the increase in children being detained has also stretched the capacity and pushed some appointments beyond five business days.

- **Background Information provided to caretakers**

III.C.3. BMCW provision of a complete placement information packet regarding a child's health and educational background for a random sample of at least 50 children being placed with a new caretaker;

	June 03	December 03	Period 1 YTD	June 04	December 04	Period 2 YTD
Site 1 (WCSN) (N)	10	10	20	10	10	20
Completed	9	10	19	10	10	20
Site 2 (WCSN) (N)	10	10	20	10	10	20
Completed	8	10	18	10	8	18
Site 3 (IFPI) (N)	10	10	20	10	10	20
Completed	8	10	18	10	7	17
Site 4 (La Causa) (N)	10	10	20	10	10	20
Completed	7	10	17	9	9	18
Site 5 (IFPI) (N)	10	10	20	10	10	20
Completed	9	10	19	10	2	12
BMCW %	82%	100%	91%	98%	72%	85%

A random sample was drawn of ten (10) cases per site where a child's placement began on or after January 1, 2004. Each site provided verification that the caregiver received and signed for a copy of the placement checklist (CFS-2238).

The table above presents the results from each six-month period and YTD for Period 1, and the results for each six month period and YTD for Period 2. As the data suggest, there was a 6% (6 packets) drop in the year to date results between Period 1 and Period 2. The most significant change occurred between the first six months and the second six months of Period 2, particularly at Site 5 where only 2 of the 10 placement packets were provided to the new caretaker.

Children with an updated annual physical & dental examination

III.C.4. BMCW referral of children in BMCW custody to health care services and utilization of health care services, including regular pediatric medical and dental examinations;

Annual Medical Exams	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Site 1 (WCSN)												
Children in OHC during period	693	670	675	676	658	648	627	631	617	609	612	665
Medical Exams Documented (current)	596	560	515	476	459	401	541	530	503	477	484	547
Percentage (PIT)	86.0%	83.6%	76.3%	70.4%	69.8%	61.9%	86.3%	84%	81.5%	78.3%	79.1%	82.3%
Site 2 (WCSN)												
Children in OHC during period	561	552	556	554	540	556	549	555	544	547	528	540
Medical Exams Documented (current)	524	490	470	447	417	395	478	461	457	474	447	457
Percentage (PIT)	93.4%	88.8%	84.5%	80.7%	77.2%	71.0%	87.3%	83.1%	84%	86.7%	84.7%	84.6%
Site 3 (IFPI)												
Children in OHC during period	622	626	607	596	577	582	550	554	577	594	598	584
Medical Exams Documented (current)	483	461	428	392	367	343	322	312	371	405	382	389
Percentage (PIT)	77.7%	73.6%	70.5%	65.8%	63.6%	58.9%	58.5%	56.3%	64.3%	68.2%	63.9%	66.6%
Site 4 (La Causa)												
Children in OHC during period	666	651	634	633	633	612	590	597	590	572	564	561
Medical Exams Documented (current)	482	444	398	381	378	323	347	417	527	500	468	500
Percentage (PIT)	72.4%	68.2%	62.8%	60.2%	59.7%	52.8%	58.8%	69.8%	89.3%	87.4%	83%	89.1%
Site 5 (IFPI)												
Children in OHC during period	599	581	567	560	554	560	532	532	524	506	524	492
Medical Exams Documented (current)	457	462	455	446	439	411	400	381	344	344	336	317
Percentage (PIT)	76.3%	79.5%	80.2%	79.6%	79.2%	73.4%	75.2%	71.6%	65.6%	68%	64.1%	64.4%
Medical BMCW Percentages (PIT)												
	80.9%	78.5%	74.6%	71%	69.5%	63.3%	73.3%	73.2%	77.2%	77.8%	74.9%	77.8%

Medical

	June (PIT)	December (PIT)
BMCW Period 1 2003	65%	75.4%
BMCW Period 2 2004	73.1%	77.8%

The Table above shows the percentages by site by month (Period 2) for children who have an updated annual physical exam entered in WiSACWIS. The December data state that 77.8% of the children in OHC have an updated annual physical entered into WiSACWIS. The YTD average was 74.3%. When comparing the Point in Time (PIT) data for June 2003 to June 2004, the data suggest an improvement of 8.1% for children with updated annual medical exam; When evaluating the results from December 03 to December 04 we also see an increase of 2.4% indicating a larger percentage of children had an updated annual medical exam when compared to December 2003.

The table below shows data for annual dental examinations by site, by month for Period 2.

Annual Dental Exams	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Site 1 (WCSN)												
Children in OHC 3+ yrs old during Period	636	613	619	602	608	569	563	561	554	539	545	586
Dental Exams Documented (current)	432	401	363	346	526	403	430	423	412	404	404	462
Percentage (Point in Time)	67.9%	65.4%	58.6%	57.5%	86.5%	70.8%	76.4%	75.4%	74.4%	75%	74.1%	78.8%
Site 2 (WCSN)												
Children in OHC 3+ yrs old during Period	499	484	483	480	474	463	483	476	474	470	466	479
Dental Exams Documented	383	353	344	342	333	311	372	352	361	376	353	360
Percentage (PIT)	76.8%	72.9%	71.2%	71.3%	70.3%	67.2%	77%	73.9%	76.2%	80%	75.8%	75.2%
Site 3 (IFPI)												
Children in OHC 3+ yrs old during Period	569	547	549	521	517	494	482	470	489	506	514	501
Dental Exams Documented	347	330	318	302	280	250	226	210	254	284	262	284
Percentage (PIT)	61.0%	60.3%	57.9%	58%	54.2%	50.6%	46.9%	44.7%	51.9%	56.1%	51%	56.7%
Site 4 (La Causa)												
Children in OHC 3+ yrs old during Period	587	560	580	546	544	517	502	500	504	493	481	478
Dental Exams Documented	322	294	286	284	280	252	247	298	397	380	362	402
Percentage (PIT)	54.9%	52.5%	49.3%	52.0%	51.5%	48.7%	49.2%	59.6%	78.8%	77.1%	75.3%	84.1%
Site 5 (IFPI)												
Children in OHC 3+ yrs old during Period	539	522	517	501	501	485	482	471	456	440	460	492
Dental Exams Documented	313	317	331	323	334	316	315	302	282	276	281	317
Percentage (PIT)	58.1%	60.7%	64%	64.5%	66.7%	65.2%	65.4%	64.1%	61.8%	62.7%	61.1%	64.4%
Dental BMCW Percentages (PIT)												
Dental BMCW Percentages (PIT)	63.5%	62.2%	59.8%	60.3%	66.3%	60.6%	63.3%	64%	68.9%	70.3%	67.4%	72.7%

Dental

	June (PIT)	December (PIT)
BMCW Period 1 2003	25%	57.4%
BMCW Period 2 2004	62.1%	72.7%

In December 2004, 72.7% of all children in an OHC placement had an updated annual dental exam entered into WiSACWIS. The December Period 2 percentage was 15.2% points higher than during the same time in Period 1.

DISCUSSION:

All sites monitor both physical and dental exam dates for children, in an effort to ensure all children have up to date health care. The BMCW has shown steady improvement in both annual physicals and dental care, but has not completely closed the gap for those children who have not have an updated exam.

The BMCW private agency staff show improvement in ensuring children receive annual dental care, however additional dental provider capacity is needed in Milwaukee to obtain more timely appointments for children. The table below shows the linear progression (Point in Time) of the percentage of children who have had an annual update over the past twenty-four-month period.

Dental Exams by six-month periods

	Period 1 June 03	Period 1 Dec 03	Period 2 June 04	Period 2 Dec 04
Percentage (Point in Time)	25.0%	57.4%	62.1%	72.7%

PERMANENCY

Timeliness of completing the initial permanency plan

III.C.5. BMCW compliance with the federal standard for an initial case plan/permanency plan for all children within 60 days of a child entering BMCW custody

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Semi-Annual Initial Permanency Plans													
Site 1 (WCSN - Number of Perm Plans due during period)	8	18	15	13	25	31	31	15	5	10	37	23	
Number of Initial Perm Plans completed on time	8	18	15	13	25	31	31	14	5	6	37	23	
Percentage (Point in Time)	100%	100%	100%	100%	100%	100%	100%	93.3%	100%	60%	100%	100%	97.8%
Site 2 (WCSN - Number of Perm Plans due during period)	20	12	10	13	29	13	13	8	11	12	24	6	
Number of Initial Perm Plans completed on time	20	12	10	11	29	13	13	8	11	12	24	6	
Percentage (PIT)	100%	100%	100%	84.6%	100%	100%	100%	100%	100%	100%	100%	100%	98.8%
Site 3 (IFPI - Number of Perm Plans due during period)	25	5	26	11	12	21	14	8	19	16	15	16	
Number of Initial Perm Plans completed on time	24	4	26	11	12	21	14	8	19	16	15	16	
Percentage (PIT)	96%	80%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	98.9%
Site 4 (La Causa - Number of Perm Plans due during period)	27	11	19	37	20	20	20	28	16	16	27	16	
Number of Initial Perm Plans completed on time	27	11	19	35	20	20	20	28	16	15	24	16	
Percentage (PIT)	100%	100%	100%	94.6%	100%	100%	100%	100%	100%	93.8%	88.9%	100%	97.7%
Site 5 (IFPI - Number of Perm Plans due during period)	12	8	11	17	30	20	20	19	24	28	9	10	
Number of Initial Perm Plans completed on time	11	6	11	17	30	15	15	19	20	28	9	10	
Percentage (PIT)	91.7%	75%	100%	100%	100%	75%	75%	100%	83.3%	100%	100%	100%	91.8%
BMCW (PIT)	97.8%	94.4%	100%	95.6%	100%	95.2%	94.9%	98.7%	94.7%	93.9%	97.3%	100%	97%

	January - June	July - December	YTD
BMCW Period 1 2003	95%	98.6%	97%
BMCW Period 2 2004	97.4%	96.5%	97%

Throughout Period 2, the sites maintained a 97% YTD average compliance rating for this goal. The BMCW consistently has met a high level of performance throughout the four consecutive six-month periods.

DISCUSSION:

Noteworthy to this goal:

- ❑ Site 2 (WCSN) achieved 100% for eleven of the twelve months
- ❑ Site1 (WCSN) and Site 3 (IFPI) maintained 100% performance on this standard for ten of the twelve months

- ❑ Site 4 (La Causa) met 100% performance in nine of the twelve months
- ❑ Site 5 (IFPI) met 100% compliance in 7 of the twelve months
- ❑ Overall, in forty-seven of the sixty (78%) possible months (five sites - twelve months per year) the sites reached 100% compliance

*NOTE - as previously mentioned, we are monitoring Site 5 and reviewing their action plan addressing areas of concern that may arise as a result of the turnover currently experienced at the Site.

Timeliness of Judicial or Administrative Permanency Plan reviews

III.C.6. State compliance with the federal requirement for a judicial or administrative permanency plan review every 6 months, and at least one judicial permanency plan review annually;

Period 2 - WiSACWIS generated data regarding children with updated (A)PPR identified in the system

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Site 1 (N) (WCSN)	685	690	665	650	516	504	513	505	503	506	514	539
Current PPR's & APPR's Documented	463	453	444	402	326	300	305	358	350	349	348	401
Percentage	67.6%	65.7%	66.8%	61.8%	63.2%	59.5%	59.5%	70.9%	69.6%	69.0%	67.7%	74.4%
Site 2 (N) (WCSN)	564	558	548	534	411	425	425	412	415	426	428	440
Current PPR's & APPR's Documented	494	472	443	422	338	355	354	339	345	388	383	367
Percentage	87.6%	84.6%	80.8%	79%	82.2%	83.5%	83.3%	82.3%	83.1%	91.1%	89.5%	83.4%
Site 3 (N) (IFPI)	623	641	593	569	474	461	464	446	458	463	461	451
Current PPR's & APPR's Documented	500	495	474	466	404	399	397	395	396	396	393	397
Percentage	80.3%	77.2%	79.9%	81.9%	85.2%	86.6%	85.6%	88.6%	86.5%	85.5%	85.2%	88.0%
Site 4 (N) (La Causa)	675	648	627	599	494	476	478	458	465	464	456	457
Current PPR's & APPR's Documented	481	449	423	387	314	284	285	273	370	378	357	395
Percentage	71.3%	69.3%	67.5%	64.6%	63.6%	59.7%	59.6%	59.6%	79.6%	81.5%	78.3%	86.4%
Site 5 (N) (IFPI)	596	594	556	541	449	435	435	423	400	380	382	373
Current PPR's & APPR's Documented	477	469	462	461	387	385	387	357	320	300	292	300
Percentage	80%	79%	83.1%	85.2%	86.2%	88.5%	89.0%	86.4%	80.0%	78.9%	76.4%	80.4%
BMCW (PIT)	76.8%	74.7%	75.1%	73.9%	75.5%	74.9%	74.6%	77.1%	79.5%	80.9%	79.1%	82.3%

*APPR – Permanency Plan heard in court

PPR – Permanency Plan heard by Court Commissioner

* The (N) represents the number of children, identified in WiSACWIS, for each month who are part of the population of children who are required to have an updated PPR or APPR. This monthly total does not state that each month "X" many children are due for an updated (A)PPR, rather of all of the children that month, there are "X" number of children who should be in compliance with an updated (A)PPR, and the information entered in to WiSACWIS.

	June (PIT)	December (PIT)	Average
BMCW Period 1 2003	77.3%	88.7%	64.1%
BMCW Period 2 2004	74.8%	82.3%	77.1%

During Period 2, on average the updated review was documented 77.1% in WiSACWIS.

Each site is monitoring the process that will allow them to complete the required review and provide documentation (in WiSACWIS) in a timely manner indicating the review had been completed. Additional, coordination with FASTRAC will occur to assist with the monitoring of the reviews being completed and recorded.

The following table presents information, provided by the courts, showing month to month the number of Permanency Plan Reviews and Annual Permanency Plans scheduled - as well as the actual number, which were conducted. The BMCW and its partner agencies are working to integrate the child level data received by the courts. The BMCW and its partner agencies will

continue to monitor when the updated information is entered into WiSACWIS, to document children have updated Permanency Plans Reviews.

Permanency Plan data recorded by Children's Court

	Permanency Plans Annual and 6 month											
	January	February	March	April	May	June	July	August	September	October	November	December
Scheduled PPR annual and 6 month	550	548	524	488	451	504	563	523	520	443	456	413
Completed PPR annual and 6 month	703	611	714	592	545	564	655	566	599	497	563	502

Number completed includes some of the Initial Permanency Plans and Permanency Plans submitted when a child is placed in OHC but was in the parental home under a Court Order of Supervision

Childrens Court Center (CCC) has provided on a monthly basis a list of (A)PPR's which indicates how many were completed at CCC during the month. The CCC reports illustrate the lag time between the (A)PPR's being completed and when they were entered into WiSACWIS. With the CCC reports we will be able to identify those children who have not had their (A)PPR information loaded into WiSACWIS.

Children Re-entering OHC within 12 months of leaving an OHC placement

III.C.7. The percentage of children re-entering BMCW out-of-home care within the period who have re-entered care within 12 months of a prior BMCW out-of-home care episode.

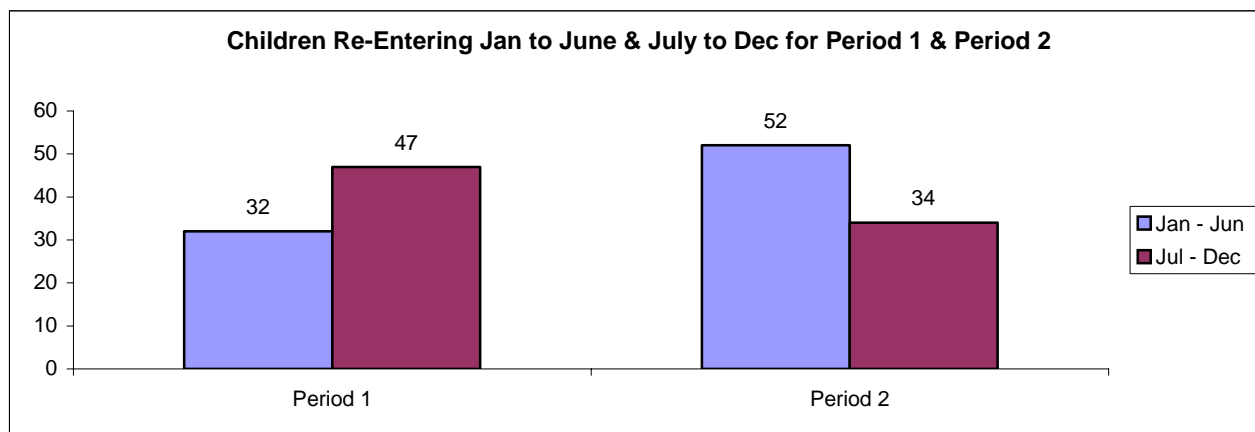
Of the 1,308 children who were placed in Out of Home Care Services between January and December 2004, there were 154 children who re-entered care; 86 or 55.8% of the children who re-entered care, re-entered care within 12 months of a prior foster care episode.

Month (2004)	Number of Children who entered OHC	Number of children who re- entered OHC within 12 months of a prior OHC episode
January	112	13
February	121	3
March	118	9
April	99	8
May	103	11
June	89	8
July	89	4
August	118	4
September	131	2
October	100	11
November	114	4
December	114	9
Totals	1,308	86

Between January – December 2004, 86 children re-entered OHC in twelve or fewer months of a previous OHC (Ongoing Services) episode; compared to 79 during Period 1. This represents an increase of 7 children. The year-end rating was lower in Period 2 than in Period 1.

	January - June	July - December	Year Ending
Period 2	7.9%	5.3%	6.6%
Period 1			7.1%

Between January - June 2004, 52 children re-entered OHC within 12 months of exiting; Between July - December 34 children re-entered OHC.



DISCUSSION:

Children Re-Entering in 12 or fewer months		AGE						LOS at Exit/Previous Episode (months)			GENDER		Diagnosed Disability
Re-Entry After	Percentage of Total	Average Age at Exit	Min Age at Exit	Max Age at Exit	Average Age at Re-Entry	Min Age at Re-Entry	Max Age at Re-Entry	Avg LOS (previous Episode)	Min LOS (previous Episode)	Max LOS (previous Episode)	Male	Female	
0-3 months (26 children)	30.3%	7.7	0.3	16.1	7.0	0.3	16.3	5.9	0.1	79.3	81%	19%	6.2%
3-6 months (30 children)	34.8%	9.4	0.3	17.4	9.7	0.6	17.7	20.5	0.6	184.8	60%	40%	16.6%
6-9 months (15 children)	17.4%	9.4	.2	17.3	10.0	.7	17.9	35.3	1.0	157.7	38%	62%	33%
9-12 months (15 children)	17.4%	8.0	1.3	15.3	8.8	2.4	16.2	32.6	0.5	86.0	44%	56%	16%
Overall	100%	8.6	.3	17.4	9.0	.3	17.9	20.8	0.1	184.4	63%	37%	16.6%

The table above provides more detailed information regarding the children who re-entered Out of Home Care (OHC) during Period 2.

- The largest percentage of children who re-entered OHC re-entered in six or fewer months, accounting for 65.1% of the re-entries. This is similar to the overall data from Period 1, where 54% of the children who re-entered OHC, re-entered in 6 or fewer months.
- The average length of stay (previous episode prior to re-entry) for children who re-entered in 0 to 3 months was 5.9 months. This is appreciably lower than children who re-entered between 3 and 12 months.
- Overall, more male children re-entered care than female children. For children re-entering in under 6 months, there were more males than females; in contrast, for children who re-entered between 6 to 12 months, there were more females than males.
- On average, children re-entering in 0 to 3 months were the youngest, at 7 yrs old; on average children re-entering between 6 to 9 months were the oldest, at 10 yrs old.

Children who re-entered up to 12 months after exiting OHC:

The children represented in the table below are all children who re-entered OHC in 12 or fewer months. The data show that:

- Of the children who re-entered, there were 15 sibling groups (42 children), or 48.8% of re-entries.
 - 8 sibling groups had 2 children
 - 5 sibling groups had 3 children
 - 1 sibling group had 5 children
 - 1 sibling group had 6 children
- 69 of the 86 children were on a Court Order of Supervision at the time of re-entry. This group of children continued to be supervised by their BMCW Ongoing Case Manager.
- 71 of the children were in an open family case at the time of their re-entry with continued supervision by Ongoing Case Management.

	Children Re-Entered	Sib Groups	Child on a Court Order of Supervision	Case Open at time of Re-entry
Total	86	15	69	71

For the children in the preceding table, the subsequent table shows a grouping of an identified reason the child returned to an OHC placement. A return to OHC may often involve multiple issues surrounding the caretakers and the dynamics within the family, and there may be contributing factors that have led to the eventual detention of the children. The data below may not constitute the exact reason or reasons for the return, but rather convey similar groupings distinguishing what lead to the child returning to OHC. Although these groupings provide an opportunity to differentiate some of the global reasons children returned each family situation was different.

Reason for return to OHC placement	N
Parents' unstable living environment, parent unable to be located, parent relapsed, domestic violence, untreated mental health	48
Emotional and Behavior needs of child exceeded that of parent/caretaker	14
Physical Abuse	9
Parent incarcerated	6
Neglect	6
Teen mother unable to adequately provide for child - neglect	3
Total	86

The category "Parents unstable living environment, parent unable to be located, parent relapsed, domestic violence" has the largest grouping of children with 48, or 55.8% of the total. Within this category, the "parent relapsing" was the most frequent response.

Children who re-entered after 12 months of their previous episode:

The group of children who re-entered an Out of Home Care placement after 12 months is not monitored under the Settlement Agreement. The additional information provided regarding re-entries after 12 months is being included within the scope of this report (Period 2) to see if there are any similarities or differences between the children who re-enter before and after 12 months, and help determine if there are any identifiable trends (for example changing resources) or issues that may be addressed systematically.

Information available for children who re-enter after 12 months is limited. Over time, the internal dynamics in a home change. A child who was reunified and returns to OHC after 12 or more months may have a completely different set of circumstances, which lead to the re-entry. The dynamics and influences on the family may change with new people introduced to the family, possible relocation to a different neighborhood, general development associated with age or a breakdown of natural and structural support systems.

The following table presents data about children who re-entered OHC after 12 months of a previous episode.

Length (Previous Episode) (N)	Time Between Episodes (months) (N)							Grand Total (N)
	12-24	24-36	36-48	48-60	60-72	72-84	> 84	
0-12	16		1	3	2	1	1	24
12-24	7	1	4					12
24-36	6	6	4	1				17
36-48	3	1	1			1		6
48-60			1	3				4
60-72	1							1
72-84	3							3
>156	1							1
Grand Total	37	8	11	7	2	2	1	68

The data in the table suggests:

- Children who had a previous length of stay less than 12 months (24) comprised the largest single group of children (35.2%) who re-entered after 12 months.
- Children, who re-entered between 12 and 24 months (37), are the largest group of children to re-enter for any of the listed time frames.
- No children re-entered OHC during Period 2 who had a previous Length of Stay greater than 60 months and a time between episodes greater than 24 months.

A few of questions to consider are:

- Is a child who had a shorter Length of Stay (24 or fewer months) in their previous episode potentially more likely to return than a child who had been in OHC longer? Why?
- What are the most frequent reasons children re-enter an OHC placement after 12 months?
- Do children re-enter as a sibling group more often after 12 months or before 12 months? Is there any connection to sibling groups that return?

Children who were part of a sibling group re-entering OHC after 12 months accounted for 64.7% (44) of the group. This is a higher percentage than the children who re-entered as a sibling group in 12 or fewer months; 42 children, or 48.8% of the re-entries under 12 months re-entered with at least one sibling. Although the actual numbers are close, the percentages differ enough that the disparity between the two timeframes may require additional analysis to determine if there may be a relationship between children who re-enter OHC as a sibling group after 12 or more months

Sibling groups who re-entered in 12 or more months:

- There were nine sibling groups of two children, and
- four sibling groups of three children, and
- two sibling groups of four children, and
- one sibling group of six children

The following table shows a grouping of identified reasons the child returned to an OHC placement. Again, a return to OHC may involve multiple issues surrounding the caretakers and the dynamics within the family, and there may be different contributing factors that have lead to the eventual re-detention. The data below may not constitute the exact reason or reasons for the return, but rather conveys similar groupings distinguishing what lead to the child returning to OHC. The data for children who returned after 12 months is presented side by side with those who re-entered in 12 or fewer months.

Reason for return to OHC placement	>= 12 Months (N)	>= 12 Percentage	< 12 Months (N)	< 12 Months Percentage
Parents unstable living environment, parent unable to be located, parent relapsed, domestic violence, untreated mental health	32	47%	48	55.8%
Emotional and Behavior needs of child exceeded that of parent/caretaker	7	10.3%	14	16.4%
Physical Abuse	12	17.6%	9	10.5%
Parent incarcerated	9	13.3%	6	6.9%
Neglect	8	11.8%	6	6.9%
Teen mother unable to adequately provide for child - neglect	0	0%	3	3.5%
Total	68		86	

- "Parents unstable living environment, parent unable to be located, parent relapsed, domestic violence" also represented largest grouping of children with 32 (47%) meeting this criteria. The sub-category of "parent relapsing" was again the most frequent response, followed closely by an exacerbation of the parents' mental illness.
- A larger percentage of children were returned after 12 months because a parent was incarcerated compared to those who returned prior to 12 months.
- The percentage of children who were returned after 12 months for a substantiation of physical abuse also increased by 7.1% compared to those children who re-entered before 12 months.
- The data also appears to suggest that children who re-entered OHC because of their excessive emotional/behavioral needs tended to return to OHC within the first year of returning home. Children who returned to OHC after 12 months for the same reason tended to return on average 21.4 months after returning home.

Ongoing Case Manager Turnover

III.C.8. Ongoing case manager turnover rates per BMCW case management Site, identifying the number of ongoing case managers carrying cases at the beginning of the reporting period, the number of ongoing case managers carrying cases who leave for any reason during the reporting period, and the number of ongoing case managers carrying cases added during the period.

Monthly turnover was calculated by identifying the number of case carrying workers terminated for any reason during the month divided by the number of case carrying workers at the beginning of the month plus the case carrying workers added during the month. Using this definition to determine a turnover rate for Period 2 would reflect a 38.6% turnover rate.

During Period 1, there were 98 Ongoing Case Managers (OCM) who separated their employment; during Period 2, 129 Ongoing Case Managers separated from their employment. This represents an increase of OCMs terminating their employment, or a rate of change of 24%.

The measurement provided in the report reflects the expectations of the Settlement Agreement. This information does not provide other key elements that relate to the “turnover” of staff. “Turnover” is an issue of importance for any agency or business, and the BMCW will not ignore or minimize the effects of “turnover” on the children and families that we serve. Staff retention remains a key value of the BMCW and those partners who provide services for the children under its care.

The BMCW understands that one of its most valuable assets is a competent, well trained and supported professional child welfare staff. The BMCW places great value on the child welfare staff and the jobs they perform. The BMCW remains committed to the workers, respecting their knowledge and expertise in child welfare. Appreciating the integral role that the staff play in the delivery of services to children and families, workforce development has a prominent role in the ongoing growth of the workforce. Continued efforts are underway to identify and address issues associated with the development of the workforce. The Department is approaching this important issue by taking incremental measured steps and coordinating with national experts, such as consultants from the Child Welfare League of America.

Current efforts underway to address staff retention and turnover include:

- Proposed salary increases each year for Ongoing Case Management staff of the 2005 - 07 biennium budget
- Proposed funding for training and support for current and new staff (training academy)
- The BMCW has two internal work groups (Staff Retention & Staff Recruitment) reviewing these issues, making recommendations to move forward.
 - Examples include improving supervision through leadership development
 - and, strengthened use of mentors
 - Recognizing the importance of staff retention - areas that are not directly related to salaries (unlike recruitment) but the agency has the ability and flexibility to improve
 - Identify issues surrounding preventable turnover, decreasing unnecessary turnover. As an example a new employee is hired, but after a period of time the employee terminates his/her employment once they understand the demands of the job

- In December 2004, the Division of Children and Family Services began implementation of a partnership to address child welfare workforce recruitment and retention issues in Milwaukee. The University of Wisconsin Milwaukee, in partnership with the Child Welfare League of America (CWLA), University of Chicago Chapin Hall and Frances Pitt and Associates is working together with the Bureau of Milwaukee Child Welfare and its private agency partners to accomplish several goals. They are using Focus Groups, a Web based survey, and making recommendations about salaries, as they get started. We will identify and prioritize actionable strategies to improve retention of staff serving BMCW families, and will inform UWM's complete development of its newly formed part-time Masters program for child welfare staff. The initiative will incorporate information produced by a short-term survey of line staff and managers providing services to families with children in foster care that was conducted by McDonald and Associates during the fall of 2004.
- **Part-time Master's Degree in Social Work Program Available to BMCW Staff**
At the States request, the UWM Social Work Department began offering three of its first year curriculum MSW courses for BMCW staff. The spring 2005 class (January 24 – May 21) is Social Work 705 – Human Behavior and Social Welfare. The first summer 2005 class (May 31 – July 11) will be Social Work 708 – Social Work Methods I with Individuals and Families. The third course (July 11 – August 20) will be determined at a later date. BMCW is covering part of the cost of these courses so tuition will be less than the usual UWM rate. All three courses will be offered at one of the Bureau sites. To accommodate staff work schedules, the classes will be held in the evenings or during the day on Saturday. More than 70 staff indicated interest and 38 have registered to participate in January classes.
- Initial assistance from an outside consulting group (led by Jess McDonald clinical professor at the Children and Family Research Center at the University of Illinois, Champaign-Urbana) to understand the dynamics at play with staff turnover & retention (held listening sessions, Q & A sessions with staff who perform different jobs within the BMCW). At this time, the Department is in the initial process of reviewing all of the recommendations provided in the report.

The following set of tables illustrates by site the flow of Ongoing Case Managers hired at each site, as well as those who terminated their employment. Data for Period 2 has been updated with corroborating information provided by each site.

Site 1 (WCSN) CY 2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Monthly Average (ytd) or Total
OCM's at Start of Month	45	43	42	42	40	41	40	42	41	46	44	47	
OCM's Hired During Month	1	1	0	0	3	4	0	8	1	1	2	1	22
OCM's Terminated During Month	3	2	0	2	2	4	2	1	1	3	1	1	22
Turnover %	6.5%	4.5%	0%	4.8%	4.7%	8.9%	5%	2%	2.4%	6.4%	2.2%	2.1%	32.8%

January – December 2003: 24.6%

January – December 2004: 32.8%

Site 2 (WCSN) CY 2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Monthly Average (ytd) or Total
OCM's at Start of Month	41	41	39	40	41	44	41	42	42	40	39	42	
OCM's Hired During Month	1	1	3	1	6	3	1	4	1	3	3	1	28
OCM's Terminated During Month	1	3	2	3	3	4	0	1	3	4	2	1	27
Turnover %	2.4%	7.1%	4.8%	7.3%	6.4%	8.5%	0%	2.2%	7%	9.3%	4.8%	2.3%	39.1%

January – December 2003: 35.5%

January – December 2004: 39.1%

Site 3 (IFPI) CY 2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Monthly Average (ytd) or Total
OCM's at Start of Month	53	51	51	48	49	48	47	47	47	50	49	49	
OCM's Hired During Month	0	0	0	2	2	2	2	3	0	1	2	1	15
OCM's Terminated During Month	2	0	3	1	3	3	2	2	1	0	1	2	20
Turnover %	3.8%	0%	5.9%	2%	5.9%	6%	3.9%	4.0%	3.8%	3.4%	3.2%	3.3%	29.4%

January – December 2003: 25.4%

January – December 2004: 29.4%

* In January of 2005, WCSN and IFPI became one entity CFCP.

Site 4 (La Causa) CY 2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Monthly Average (ytd) or Total
OCM's at Start of Month	45	44	43	41	41	42	47	46	46	45	42	41	
OCM's Hired During Month	1	1	1	0	6	1	1	0	0	1	0	2	14
OCM's Terminated During Month	2	0	2	3	4	0	1	2	1	1	3	2	21
Turnover %	4.3%	0%	4.5%	7.3%	8.5%	0%	3.8%	3.9%	3.7%	3.5%	3.8%	3.9%	35.6%

January – December 2003: 32.8%

January – December 2004: 35.6%

Site 5 (IFPI) CY 2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Monthly Average (ytd) or Total
OCM's at Start of Month	49	47	50	51	46	44	40	40	42	38	37	34	
OCM's Hired During Month	1	3	1	0	0	1	5	2	3	1	5	0	22
OCM's Terminated During Month	3	0	0	3	2	1	5	4	2	6	2	11	39
Turnover %	6%	0%	0%	5.9%	4.3%	2.3%	4.1%	4.7%	4.7%	5.6%	5.5%	32.4%	54.9%

January – December 2003: 31.5%

January – December 2004: 54.9%

BMCW CY 2004	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Totals
OCM's at Start of Month	233	226	225	222	217	219	215	217	218	219	211	206	
OCM's Hired During Month	4	6	5	3	17	10	9	17	5	7	12	5	101
OCM's Terminated During Month	11	7	8	9	15	13	10	10	8	14	9	17	129
Turnover %	4.6%	2.2%	3%	5.3%	6%	5.2%	4.5%	4.3%	3.6%	6.2%	4%	8.1%	38.6%

January – December 2003: 30.1%

January – December 2004: 38.6%

DISCUSSION - Measuring Turnover:

The information provided in the following section provides supplementary data about the employees who terminated their employment. Recognizing that there are many different ways to measure turnover additional information has been provided, with examples, showing the BMCW data measured in a way that may be more comparable to other turnover measures. Providing the added information may allow for a more apples to apples comparison for issues in interpreting the data with other Child Welfare Agency's. Regardless of how turnover is measured, the BMCW acknowledges that the current level of turnover is unacceptably high.

Below are a few tables, which provide additional context data about the employees who, terminated their employment.

The table below shows the length of employment for those Ongoing Case Managers who terminated employment during Period 2. The data gathered for this table exclude OCM's who are on a Leave of Absence. The range of employees who exited from each site was between twenty (Site 3) and 39 (Site 5).

This table provides by Site, groupings of the Length of Employment for those employees no longer working at the agency. Overall:

- Approximately 33.8% (42) of the employees who exited had less than 12 months of employment,
- 30.6% (38) had 1 to 2 years, and
- another 20.1% (25) had 2 to 3 years of employment with the agency.

Comparing the current information (Period 2) to Period 1 exits:

- Approximately 33.6% (33) of the employees who exited (Period 1) had less than 12 months of employment. By percentage the CY 2003 rate closely matches CY 2004, and
- 43.8% (43) had 1 to 2 years of Bureau employment who left in Period 1, compared to 30.6% in CY 2004, and
- 22.4% (22) had 2+ years of Bureau experience, in contrast to 35.4% (44) during Period 2.

Length of Employment (LOE) for Employees who Exited During Period II

	Site 1	Site 2	Site 3	Site 4	Site 5	BMCW	% of Total
0 - 6 months	2	8	1	1	5	17	13.8%
6 - 12 months	4	5	3	6	7	25	20.1%
12 - 18 months	3	3	3	6	6	21	16.9%
18 - 24 months	3	1	4	3	6	17	13.8%
24 - 36 months	5	7	4	4	6	26	20.9%
36 +	5	3	1	0	9	18	14.5%

The following table shows a breakout by Site differentiating the provided reason employee's exited employment. The data show that the two most frequent reasons acknowledged were:

- 28.6% (36) voluntary resignation reason not provided
- 18.3% (23) moved out of the area

Identified reason for employment separation	Period I (N)	Period I % of Exits	Period II (N)	Period II % of Exits
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Voluntary Resignation reason not provided	41	40.1%	36	28.6%
Moved out of the area	5	4.9%	23	18.3%
To attend school	2	1.9%	10	7.9%
Another position outside of social services	4	3.9%	10	7.9%
Terminated by Agency	14	13.8%	9	7.1%
Internal Transfer - Same Agency Different Program	2	1.9%	9	7.1%
Job Dissatisfaction - General	6	5.8%	7	5.6%
Accepted a job with the State of Wisconsin	1	0.9%	5	4.0%
Other	11	10.8%	5	4.0%
Unknown		0.0%	4	3.2%
Another Position in Soc Serv - Not Child Welfare	6	5.9%	3	2.4%
IVE - Program	5	4.9%	2	1.6%
Transferred to another site with BMCW	3	2.9%	2	1.6%
Internal Promotion - Same Program	2	1.9%	1	0.8%

A report by the General Accounting Office (GAO) completed in March 2003, titled “CHILD WELFARE – HHS Could Play a Greater Role in Helping Child Welfare Recruit and Retain Staff” (pg12) states “According to our analysis and categorization of exit interview documents obtained, the top five reasons workers gave for leaving were: ...”

Reason	Percentage
Other – including retirement, stay at home, return to school, and undisclosed personal reasons	59.1%
Stress/burnout/workload	14.7%
Inadequate compensation	13.8%
Alternate employment	13.5%
Relocation	10.7%

A direct comparison is not currently possible given the difference in identified reasons used by respondents, however using the broad scope of the "Other" category, the BMCW would have approximately 55 workers, or 44.3% exiting for a similar reason; directly comparable, the CWLA study cites 10.77% left for a reason of "relocation". In the BMCW during Period 2, 18.3% of the Ongoing Case managers who left, identified "moving out of the area" as the primary reason.

The measure for turnover used by the BMCW is a sensitive measure, reflecting direct impact on case management work directly related to the families. This information is very important, and gives a solid indication of the net effect on the families.

The BMCW understands the importance of a strong and consistent workforce, and is working on many different fronts to manage/reduce the turnover, clearly keeping in mind the net effect on the families associated with the BMCW. In an effort to compare "turnover" in the BMCW to "turnover" identified in many different studies, what follows are several points gleaned from outside documentation about "turnover" in the workforce, particularly in Child Welfare.

The data provided is merely for some comparative analysis, and in no way is meant to supercede any of the information required by the settlement agreement.

In an article titled "THE CHILD WELFARE WORKFORCE CHALLENGE: Results from a Preliminary Study" - Presented at Finding a Better Ways 2001 Dallas, Texas May 2001 (study conducted in collaboration among the Alliance for Children and Families (alliance), American Public Human Services Association (APHSA), and Child Welfare League of America (CWLA)), turnover rate is calculated as follows:

"Annual Turnover Rate: percentage calculated as the number of staff who left the agency for any reason ... relative to the number of authorized FTE positions on..."

"Note. Turnover Rates only reflect the number of staff who left the agency, not the number of staff who left their positions and stayed within the agency (e.g., staff who were promoted)"

Utilizing the above definition to calculate turnover, we would find that employees who left for the above reasons were still under the "umbrella" of the BMCW, that is, although their job may have changed within their internal agency, or moved to a job with the BMCW, they remain under the BMCW.

Identified reason for employment separation	Period II (N)
Internal Transfer - Same Agency Different Program	9
Accepted a job with the State of Wisconsin	5
IVE - Program & Leave of Absence	5
Transferred to another site with BMCW	2
Internal Promotion - Same Program	1

Hence, 22 positions might not be included in the turnover measure, therefore:

Identified reason for employment separation	Period II (N)
Employees who exited total using Settlement Measure	129
Number of employees who might be excluded using different measure	22
Total Employees exiting in CY2004	107
Number of FTE OCM positions as of December 31, 2004 (all Sites)	250
Turnover Rate	42.8%

A report published by the General Accounting Office titled "CHILD WELFARE - Improved Federal Oversight Could Assist States in Overcoming Key Challenges" (pg. 4), (GAO-04-418T),

released on January 28th, 2004 states that " ... turnover of child welfare staff has been estimated at between 30 percent to 40 percent annually nationwide, with the average tenure for child welfare workers being less than 2 years". This is further identified in a publication from the CWLA "Child Welfare Workforce and Training" where the article indicates that according to a survey conducted by the CWLA and other organizations, "Between January 1, 2002 and January 1, 2003, the average turnover rates in private agencies were 45% for casework/case management positions...".

Although it appears that high turnover is not unique to the BMCW, it is also not considered acceptable by the BMCW. Ongoing work to include collaboration and relationships with other agencies is a start to improve staff retention and staff recruitment. The BMCW understands the multiple relationships between high staff turnover and the possible issues concerning the consistency of care provided, and therefore remains committed to move forward to improve the retention of staff and reduce the level of turnover.

Average number of children per caseload

III.C.9. The monthly caseload averages of children per ongoing case manager carrying cases, for each BMCW case management Site, including the maximum and minimum number of children at the end of the month per manager.

Site 1 (WCSN)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average children per worker	20.7	21.5	21.5	22.4	21.8	21.6	21.7	19.9	21.0	19.0	20.0	19.0
Minimum children per worker	1	1	1	1	1	1	1	1	1	2	2	1
Maximum children per worker	31	29	30	31	26	26	27	27	27	28	32	32

Site 2 (WCSN)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average children per worker	18.7	18.9	19.1	20.6	17.7	18	18.4	17.8	17.6	18.2	18.8	17.0
Minimum children per worker	1	1	1	1	1	1	1	1	1	1	1	1
Maximum children per worker	28	26	26	27	30	31	24	23	26	25	24	22

Site 3 (IFPI)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average children per worker	16	15.7	16.7	16.4	16.6	17.2	16.6	16.4	15.7	16.6	16.4	16.4
Minimum children per worker	1	1	2	4	2	1	1	1	1	2	1	1
Maximum children per worker	26	25	24	25	24	23	21	22	22	22	24	23

Site 4 (La Causa)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average children per worker	20.6	20.5	20.7	20.8	20.0	19.6	17.0	17.1	17.3	17.3	18.3	18.6
Minimum children per worker	1	1	2	1	1	1	1	8	1	1	2	1
Maximum children per worker	26	27	26	26	29	27	27	28	25	25	32	24

Site 5 (IFPI)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Average children per worker	17	15.9	15.3	17	18.1	18.6	20.0	19.8	19.6	18.9	18.8	25.9
Minimum children per worker	1	1	2	1	1	1	2	1	1	1	2	1
Maximum children per worker	30	27	20	23	23	24	25	27	27	28	28	29

	Jan – June Avg.		July - December Avg.		YTD	
	CY 2003	CY 2004	CY 2003	CY 2004	CY 2003	CY 2004
Site 1 (WCSN)	25.5	21.6	21.9	20.0	23.2	20.8
Site 2 (WCSN)	23.2	18.8	18.4	17.9	20.8	18.4
Site 3 (IFPI)	20.7	16.4	17.2	16.4	19.0	16.4
Site 4 (La Causa)	23.3	20.4	20.9	17.5	22.1	18.9
Site 5 (IFPI)	19.8	16.9	18.0	20.2	18.9	18.3

The above data show by site the average number of children on each Ongoing Case Managers (OCM) caseload (Mentors are not included in the number) for Period 2. As of December 31, 2004 the BMCW YTD average was 18.5 children per Ongoing Case. The mentors carry minimal caseloads and have been excluded from the number of staff carrying cases when determining the average caseload size – however, the mentor's cases do remain in the sample.